

# FINANCIAL TIMES

Europe's Business Newspaper

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## Milan magistrates quit over decree to curb their powers

The entire team of Milan magistrates largely responsible for bringing down the postwar political system in Italy through their corruption probe resigned in protest at a decree reducing their powers of preventive detention. It was not clear whether the magistrates' move - which could be followed by similar resignations round the country - was simply designed to put pressure on the two-month-old Berlusconi government to change its mind. Page 14

**UK axes defence jobs:** Britain announced it is to axe more than 18,000 defence establishment jobs, but softened the blow by detailing orders for new weapons worth about £5bn. Page 14; Details, Page 7; Editorial Comment, Page 13

**China to import 'quality' films:** China is to allow its cinemas to screen foreign films and to share profits with producers. However, only about 10 "excellent" new films would be accepted for screening each year. Page 14; China slows economy but watches for unrest, Page 8; Hunan group's appetite for foreign cash, Page 19

**Chrysler** announced record profits for the second consecutive quarter, boosting evidence of a robust recovery in the US automobile industry. Page 15

**Bloomingdale's and Macy's**, two of the big names in US retailing, are to be brought together in a \$4.1bn deal that will create the country's biggest department store group. Page 15; US retail sales up by 0.8% in June, Page 5

**Chicago Pizza Pie man Bob Payton dies**  
New York-born Bob Payton, who established the American food chain which includes the Chicago Pizza Pie factory and Henry J Beans, has died in a car accident in Leicestershire, England. Mr Payton's My Kinda Town group went public in May this year, by which time he had built a small empire of 30 restaurants in cities including London, Paris, Tel Aviv, Buenos Aires, Brussels and Barcelona. Obituary, Page 21

**Offitelli**, the Italian computers group, has agreed to sell the financial holding company of its Triumph Adler office products subsidiary in Germany to a consortium of German banks and investors for an unspecified sum. Page 15

**Trade deadlock warning:** Trade negotiations between the US and Japan are in a worrying deadlock which could lead to renewed tensions in Washington, a senior US trade official warned. Page 3; Storm in a cereal bowl, Page 3

**Emergency meeting on Rwanda urged:** France called for an emergency meeting of the United Nations Security Council in the face of what it termed a seriously deteriorating situation in Rwanda, the foreign ministry said. Sweeping changes urged on UN, Page 6

**Seoul eases stance:** South Korea, heartened by signs of a smooth power transfer in the communist North, eased a military alert ordered on the death of "Great Leader" Kim Il-sung.

**Nippon Steel**, the world's largest steelmaker, has agreed to take a 10 per cent equity stake in New CF&I of the US, a subsidiary of Oregon Steel, and provide its subsidiary, CF&I, with new technology and facilities. Page 3

**Latvia's premier quits:** Latvian prime minister Valdis Birkavs announced his resignation, saying the withdrawal of the conservative Farmers' Union faction had made it impossible for his year-old coalition to continue.

**Italian gas blast kills 27:** Rescuers pulled the bodies of 27 people from the rubble of an old people's home in northern Italy after it collapsed in an explosion caused by a gas leak.

**Abiola refused bail:** Mochud Abiola, winner of an annulled Nigerian presidential election last year, was refused bail on a technicality and faces trial for treason on July 28. Page 6

**Iran hangs five:** Five men convicted of murder, armed robbery, rape and drug dealing were hanged in public in the holy city of Qom, 120km (75 miles) south-west of Tehran, an Iranian newspaper said.

**Euro court rules on pregnancy sackings:** The European Court of Justice ruled that freight company EMO Air Cargo violated EU principles on the equal treatment of men and women when it sacked a pregnant clerk. Page 8

STOCK MARKET INDICES			STERLING		
FT-SE 100	3058.4	(+45.1)	New York: DJIA	1,580	
Yield	4.06		London	1,580	
FT-SE Eurostoxx 100	1337.33	(+11.39)	Paris	1,584	(1,586)
FT-SE-Air Share	1821.25	(+1.3%)	Frankfurt	2,417.4	(2,409.9)
Nikkei	28,718.04	(+177.53)	Madrid	5,254	(5,249)
New York: DJIA	1,580		Stocks	2,024	(2,021)
Dow Jones Ind. Ave	5794.07	(+29.79)	Y	153.705	(153.705)
S&P Composite	453.35	(+4.62)	Z Index	78.2	(78.0)
US LINGUISTIC RATES			DOLLAR		
Federal Funds	4.1%		New York: DJIA	1,580	
3-mo Treas. Bills	4.48%		London	1,580	
Long Bond	8.6%		Paris	1,584	(1,586)
Yield	7.55%		Frankfurt	2,417.4	(2,409.9)
LONDON MONEY			Madrid	5,254	(5,249)
3-mo interbank	5.1%	(5.1%)	Stocks	2,024	(2,021)
Life long gilt bid	8.94	(8.94)	Y	153.705	(153.705)
NORTH SEA OIL (August)			Z Index	78.2	(78.0)
Brent 15-day (Sep)	\$17.93	(18.585)	DOLLAR		
GOLD			New York: DJIA	1,580	
New York: COMEX (Aug)	\$384.4	(384.0)	London	1,580	
London	\$383.15	(384.2)	Paris	1,584	(1,586)

Austria	Sch22	Grasso	D250	Lin	LF65	Qaw	QF13.00
Bahrain	Dm1.250	Hong Kong	HK518	Maha	Ln0.00	S.Ambia	SP11
Belgium	SP46	Hungary	FI18	Morocco	MD115	S.Ambia	SP11
Benin	LC25.00	India	IN215	Nepal	FI 4.00	Stock Rp	153.50
Bolivia	Q21.10	Israel	IS20	Nigeria	NK250	South Africa	R12.00
Brazil	C2350	Italy	IT1000	Qatar	QF13.00	Spain	SP46
Canada	CA16	Japan	JP100	Peru	PE250	Sweden	SK18
Chad	CD100	Kenya	KE100	Poland	PL250	Switzerland	CHF1.00
China	CN200	Malaysia	MY100	Romania	RO250	Taiwan	TW100
Czech Rep	CZ100	Philippines	PH250	Saudi Arabia	SA100	Turkey	TL100
Denmark	DK16	Singapore	SG250	South Korea	SK18	UAE	AE250
Egypt	EG100	Taiwan	TW100	Turkey	TL100	USA	US100
France	FR100	Thailand	TH100	UAE	AE250	West Germany	DM100
Germany	DM100	USA	US100	West Germany	DM100		

## Santer set to win consensus as EC president

By David Gardner and Lionel Barber  
in Brussels, Kevin Brown in London  
and David Buchanan in Paris

EU leaders look set today to name Mr Jacques Santer, Luxembourg's prime minister, as the next president of the European Commission in succession to Mr Jacques Delors.

In spite of widespread concern in Brussels and among senior EU diplomats and national officials that the Commission would be badly weakened after Mr Delors' influential 10-year stewardship, Mr Santer appeared the only candidate behind whom the

12 member states could unite. However, in a development that raises the possibility of a setback at today's summit in Brussels, Denmark announced yesterday the rival candidacy of Mr Poul Schlüter, the country's former Conservative prime minister.

Mr Poul Nyrup Rasmussen, the Danish prime minister, declared Mr Schlüter's candidacy after a meeting of parliamentary party leaders.

"The Danish government finds that Mr Schlüter is the Danish candidate with the best chances of getting the post," Mr Rasmussen told Danish radio. "It is too early to say what the out-

come of Friday's summit will be," Mr Rasmussen said. "Mr Schlüter is Denmark's candidate."

In Paris, President François Mitterrand yesterday predicted that today's summit would agree on the Brussels summit must be "someone who speaks French". Mr Santer, 57, has led a Christian-Democrat Socialist coalition in the Grand Duchy of Luxembourg since 1984. He speaks fluent French and German, as well as English.

The British government yesterday signalled strongly that it expects Mr Santer to emerge as the consensus choice, although officials warned that other candidates remained in the race.

Mr John Major, prime minister, refrained from naming Mr Santer during Commons exchanges but said there was "a substantial difference" between the current candidates and Mr Jean-Luc Dehaene, the Belgian prime minister, who was vetoed by the UK at the Corfu summit three weeks ago.

Strong backing for Mr Santer emerged yesterday from Portugal. "If the candidature of the prime minister of Luxem-

bourg, Jacques Santer, is confirmed, Portugal will approve it enthusiastically," Mr Jose Manuel Durao Barroso, the foreign minister, told reporters. Last minute consultations on Mr Delors' succession took place yesterday in Paris. German chancellor Mr Helmut Kohl, Mr Mitterrand, Mr Felipe Gonzalez, the Spanish prime minister, Mr Dehaene and Mr Santer all attended Bastille Day celebrations as contributors to the Euro-cops joint army unit marched down the Champs Elysées.

Before today's summit, Mr Kohl will

Continued on Page 14

## Washington foresees US rates rising close to 5%

By Michael Prowse in Washington

The Clinton administration yesterday signalled that it expected US short-term interest rates to rise to nearly 5 per cent next year, effectively giving the green light to the Federal Reserve to tighten monetary policy further.

Short-term rates are currently 4% per cent.

The White House also claimed credit for a rapid reduction in a federal budget deficit, projecting a shortfall of \$167.1bn in the fiscal year beginning this October, against a projection of \$301.8bn before enactment of last year's deficit-cutting measures.

In projections for its "mid-session" budget review, the administration forecast that interest rates on three-month treasury bills would average 4.7 per cent next year. This implies it expects the Fed to raise the key federal funds rate to about 5 per cent.

The Fed has raised short-term rates four times this year to 4% per cent against 3 per cent in early February. Next Wednesday Mr Alan Greenspan, the Fed chairman, may provide clues to his monetary plans when he delivers his twice-yearly monetary testimony to Congress.

The administration's interest rate projections are sharply higher than those in its February budget when it projected a Treasury bill rate of 3.5 per cent in 1995. The White House also concedes that bond yields will remain higher than earlier proj-

ected. It expects yields on 10 year Treasury bonds to average 7 per cent next year rather than 5.8 per cent. The federal deficit is expected to fall to \$220.1bn this fiscal year and \$167.1bn in fiscal 1995, before rising to \$307.4bn in 1999. February projections were for deficits of \$234.8bn, \$176.1bn and \$201.2bn respectively.

The positive impact on deficit projections of higher than expected revenue was substantially upset by increased debt interest payments following the sharp rise in bond yields this year.

As a proportion of gross domestic product the deficit is projected to fall from 4 per cent in fiscal 1993 to 3.3 per cent this year and then to stabilise at about 2.4 per cent of GDP.

Since the economy is near full employment, this means the Administration does not expect to reduce the structural deficit below about 2.5 per cent of GDP.

White House growth and inflation projections are little changed. As in February it expects economic growth to slow from 3 per cent this year to 2.7 per cent next year and 2.5 per cent later in the decade.

Inflation is expected to rise gradually from 2.9 per cent this year to 3.2 per cent next year and 3.4 per cent by 1997. The unemployment rate is projected to stabilise at just above 6 per cent rather than decline to 5.5 per cent as previously projected.

Tietmeyer speaks, Page 2; Retail sales, Page 5; Currencies, Page 32; World stocks, Page 36



Passing in peace: German armoured cars yesterday rolled down the Champs Elysées in Paris for the first time since the second world war, as part of the new Eurocorps' participation in France's Bastille day military parade Report, Page 2

## Bonn seeks curb on jobless benefit

By Quentin Peel in Bonn

Mr Theo Waigel, the German finance minister, will today present a budget to the cabinet calling for a time limit on the payment of unemployment benefit and a freeze on the government's net borrowing requirement.

The DM485bn (\$315bn) budget for 1995 represents a growth rate of just 1 per cent over the current DM480bn spending, thanks to cuts enforced on most government departments and expected privatisation proceeds of DM7.5bn.

The net borrowing requirement will be limited to DM68.7bn, compared with DM69.1bn this year. The figures were condemned as a "deliberate deception" by the Social Democrat (SPD) opposition.

Mr Waigel's latest assault on

the cost of unemployment benefit has been rumoured for weeks, and is likely to unleash a furious political debate in the run-up to the October general election. His budget will go to parliament for its first reading in September, but could be substantially rewritten if there is a change of power in October.

In the 1994 budget, Mr Waigel cut unemployment benefit for childless workers from 63 to 60 per cent of previous net earnings for initial benefits, followed by a

reduced rate, paid indefinitely, of 53 per cent for the long-term unemployed. It is that reduced rate which Mr Waigel now proposes to limit to two years. After that, the long-term unemployed will be reduced to subsistence-related social assistance, resulting in a net saving, in a full year, of DM6.5bn.

The move was condemned yesterday by Mr Helmut Wiecek, budget spokesman for the SPD, as "daylight robbery of the unem-

ployed and the local authorities". He said it would make no difference to overall public spending, because it simply shifted the burden of support from federally financed unemployment benefit to local government-financed social assistance.

The total number of unemployed in Germany in June was almost 3.6m. Of these, about 900,000 were long-term unemployed who receive the lower

Continued on Page 14

## Digital to cut 20,000 jobs as part of drastic shake-up

By Louise Kehoe in San Francisco

Digital Equipment, the struggling US computer company, will restructure its management, cut 20,000 jobs over the next 12 months and take a \$1.2bn charge in the current quarter.

The sweeping restructuring plan, announced yesterday, will reduce Digital's workforce by about 20 per cent to 65,000.

The company had been expected to take drastic action to cut costs since reporting far heavier than expected losses of \$183m for its fiscal third quarter, ending in March. The results revealed serious weaknesses in the management and a continuing decline in profit margins.

Digital has been struggling for several years to come to terms with declining sales of its traditional minicomputer products and an industry-wide trend toward lower profit margins. It has recorded losses of more than \$30m over the past three years despite substantial cost cutting.

Mr Robert Palmer, Digital's chief executive, said the action announced yesterday would further reduce annual costs by about \$1.8bn, bringing total cost savings from restructuring since his appointment in late 1992 to \$3bn.

The new restructuring plan will accelerate workforce reductions, which had previously been expected to occur over a two-year period. In addition, Digital is expected to dispose of some of its business units, and the company said further announcements would be made on Monday.

Earlier this month it revealed it was in talks with Quantum, a US disc drive manufacturer, about the sale of parts of Digital's data storage business. Digital has also reportedly discussed the possible sale of its \$1.5bn consulting business to Computer Sciences.

Digital said that about 60 per cent of its \$1.2bn fourth quarter restructuring charge will be related to job cuts, with the balance covering facilities. In addition, it said it would write off

assets of \$350m-\$400m.

The management restructuring represents a third attempt by Mr Palmer to increase the efficiency of Digital's operations.

He said the company would abandon its traditional matrix management approach.

It has already established two divisions: Computer Systems and Components, plus an Advanced Technology Group to develop new products and identify new market opportunities.

Each business unit will include engineering, manufacturing, marketing and sales operations and carry responsibility for its own financial performance. The new structure would "increase management accountability, sharpen customer focus and return the company to sustained profitability," Mr Palmer said.

Digital's share price gained 10 per cent earlier this week on hopes that the latest restructuring plan would restore profitability but yesterday fell to 32% in mid-session, down from Wednesday's close of 32%.

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## NEWS: EUROPE

# Berlusconi economic plan given cautious approval

By Robert Graham in Rome

Italy's business community has given a cautious but positive response to the first broad outlines of the Berlusconi government's economic policy.

The Milan bourse yesterday rose more than 2 per cent after the government's decision on Wednesday to ease tax assessment procedures and introduce the principle of a pardon on certain types of property development carried out without proper permission. These are intended to be the two main vehicles to raise an extra 1.5,000bn (82.2bn) this year to keep the 1994 budget deficit to 1,159,000bn as planned. But there will also be a spill-over effect from these measures into 1995.

Economists yesterday preferred to withhold judgment on the policy outlines until next Thursday when the government is due to unveil details of its 1995 budget.

The government has merely

said it intends to reduce next year's budget deficit to 1,140,000bn, below 10 per cent of gross domestic product. This will be done by finding 140,000bn in spending cuts and new taxes - but not by an increase in fiscal pressure. Mr Silvio Berlusconi, prime minister, has made it clear again this week he will not raise the overall level of taxation which he regards as already too high.

Mr Lamberto Dini, treasury minister, said in unveiling his plans that the government would be relying largely on holding down the increase in current expenditure to 2.5 per cent in 1995. Continued disagreement over the nature of spending cuts, especially in the health and pensions field, are still delaying finalisation of the economic programme.

Indeed, the government had originally promised to reveal the outline macroeconomic plan before last week's Group of Seven summit in Naples. The release of the policy out-

lines on Wednesday was primarily intended to reassure the financial markets which have become nervous about the government's failure after two months in office to spell out its economic policy.

Pushing the 1995 deficit down to 1,140,000bn signals the government's awareness of the need for continued surgery on Italy's public finances. But the debt stock is still only expected to level off in 1996 at 127 per cent of GDP, double the norm set by the Maastricht treaty.

Despite promises of innovation, the main measures being used to raise extra funds this year have been much discussed for several years. Previous governments have shied away from making tax assessments more flexible for fear they would undermine the system of collection and lead to corruption. Equally, a pardon on the thousands of properties constructed without proper permits has not been implemented for fear of endorsing

development which has blighted most city suburbs.

However, the government has recognised these measures will be popular with its supporters and easy to implement. They also resolve serious outstanding problems.

A backlog of more than 32m tax assessment cases involving 185,000bn has accumulated as a result of rigid bureaucratic procedures. In return for payment of a fixed percentage of the sum in dispute (10 per cent of sums between 1.2m and 1.20m) matters can be settled immediately. This is a thinly disguised tax amnesty, the ninth of its kind in the postwar era.

The illegal building pardon can be seen as an attempt to come to terms with the large number of property alterations and developments carried out without proper permission often because bureaucratic procedures are so slow. The aim is to regularise some, but not all.



Treasury minister, Mr Lamberto Dini: aiming to keep the rise in expenditure to 2.5 per cent

## Rise and fall of a house of cards

Emma Tucker on how the carton-board price-fixers operated

Towards the end of 1990, carton printers in the UK did not like what their books were telling them.

The government may not have noticed it, but their own orders suggested the economy was heading for a sharp downturn. To make matters worse, they were sickened by the relentless rise in the price of the cardboard they relied on to print the brand names of toothpaste, cereal, make-up and frozen foods. Such increases in a dead market would hurt the industry badly.

A number decided to raise the matter with the British Printing Industries Federation which represented many of the UK's carton printers. The BPIF, suspicious that a price-fixing cartel was unjustly squeezing its members, contacted counterparts in France and other European Union countries and the following year, armed with information from across Europe, took the matter to Brussels.

"It was a very unusual step," says Mr Colin Stanley, BPIF director-general. "Only once in 10 years have our members felt so concerned that they have asked us to take up a matter with the Commission."

It did not take long for Brussels to decide that an investigation was necessary. On April 22-24 1991, 40 officials from the Commission and member states staged simultaneous raids on carton-board producers across Europe. Based on what they found, they constructed the case which on Tuesday resulted in 19 producers receiving the biggest fines ever to be levied against a price-fixing cartel in Europe. The fines, which must be paid within the next three months, total £222.75m (£104.27m), the largest single penalty being £22.75m.

The cartel was, as Mr Karel Van Miert, competition commissioner, described it, both pernicious and sophisticated.

But much of what the officials uncovered was also laughable.

Under the aegis of an ostensibly legitimate association known as the Product Group Paperboard, ringleaders of the 19 member cartel met 12 times a year for "social" meetings, most often in Zurich, but occasionally in Nice or Barcelona, to lend credence to the idea of a "social" gathering.

Fake minutes were drawn up to disguise the real business in hand - arranging concerted price rises. But among the documents found during the raids were personal notes showing exactly when price rises for carton-board would occur in each member state and by how much.

These private notes were made in spite of a general understanding among the car-

ton members that no incriminating evidence was to be kept.

The investigation thus uncovered a whole network of deception designed to ensure that the cartel was never discovered. According to the Commission, at least one company had confidentially asked lawyers to carry out a "dummy run" of a Brussels investigation, after the initial complaint by the carton users became known.

The key to the cartel's success lay in achieving a balance between the supply of and demand for carton-board which enabled the concerted "price initiatives" to go through. The participants did this by agreeing a carefully constructed market-sharing arrangement. "They all realised that aggressive attempts to gain market share would under-

mine their carefully orchestrated price initiatives," said the Commission. It also alleges that companies suspected of deviating from the plan were required to explain themselves to the others, while laggards were pressed into raising their prices to the agreed levels.

With the market-sharing arrangement in place, the cartel's members then compared the state of their order books to judge when best to introduce a price increase. Sometimes, the big producers agreed temporary plant stoppages to keep production under control.

The "price initiatives" which took place every six months were planned and programmed in advance "in the most explicit detail," says the Commission. The increases were announced to customers and in

the trade press with a different company each time taking the lead, and the others following on agreed dates.

The arrangement was not achieved overnight. According to the Commission, the PG Paperboard, set up in 1981, had been attempting to regulate the market for several years. It was only in 1986, following a reorganisation of its structures, that the cartel began to operate more successfully.

At the top was a "presidents working group" of managing or commercial directors who acted as the ringleaders and took the strategic decisions. They were: Cascades of France, Finnboard of Finland, Mayr-Melnhof of Austria, Thames Board (later part of the Swedish group MoDo), Sarrio (Spain and Italy) and two Stora companies of Sweden.

The Commission's efforts to probe the cartel were boosted substantially by Stora's decision to come clean. In August 1991, the Swedish management of Stora informed Brussels that it accepted that several companies in the group had been involved in a serious infringement of European competition laws. Stora had recently taken over the German producer Feldmühle, which had been a ringleader.

The fines when they came were astronomical. Some of the companies involved - those that still insist that the meetings of the producers were no more than "social occasions" - are said to be considering an appeal. These companies - Cascades, MoDo, Finland's Enso Gutzeit and Finnboard, Gruber & Weber and Laakmann of Germany, Mayr Melnhof of Austria, BPP De Endracht of the Netherlands and Sea Holdings of the UK - faced bigger fines than the others.

Perhaps wisely, the rest of the companies involved did not deny the essential facts alleged against them.

## Germans march in Paris as allies

By David Buchanan in Paris

For the first time since 1944, German armoured cars yesterday rolled down the Champs Elysées, as part of the new Eurocorps' participation in France's Bastille Day military parade - and won applause from those in the crowd who were able to spot their distinctive military crosses.

After the parade, President François Mitterrand, who stirred domestic controversy by inviting German as well as Belgian and Spanish troops, said he felt "emotion and joy" at having been able to help heal the wounds of the last war, in which he was taken prisoner, and to point France towards its future common European defence.

Chancellor Helmut Kohl said he was "happy to have been able to attend" yesterday's march-past, adding that it was "completely normal" that his soldiers' participation should cause some criticism in France because "the traces of history do not disappear immediately".

Mr Charles Pasqua, interior minister, complained earlier this week that the 50th anniversary of France's liberation was the wrong moment to invite the Germans.

But in the last year of his presidency, Mr Mitterrand seems to have pulled off a piece of political symbolism that has won approval, judging by recent opinion polls, from most French people. The invitation to the Eurocorps, in which Germans play a big role, is likely to set a precedent from which any successor may find it hard to depart.

It was at the suggestion of Mr Edouard Balladur, the conservative prime minister, who is a candidate for the Elysée next year, that three German divisions identified with the July 1944 plot against Hitler attended yesterday's ceremonies. They included Mr Manfred Rommel, mayor of Stuttgart and son of Field-Marshal Erwin Rommel, the "Desert Fox" who also commanded German troops in Normandy and who shot himself after the failure of the July plot.

For Mr Kohl, the presence of German troops in Paris yesterday constitutes a further step towards "normalising" his country's military relationship with its allies, following the legal ruling this week by the German constitutional court that the German troops could join their allies in conducting peace-keeping operations outside the Nato area.

The 800-strong Eurocorps contingent, a fraction of the 6,000 troops in yesterday's parade, included troops from Belgium and Spain, which along with France, Germany and Luxembourg make up the five-nation force.

Mr Chabais had earlier pressed for a decree to allow the privatisation process to start, but had been turned down by President Yeltsin, who insisted on the parliamentary route. A decree on this subject where parliament has

## EUROPEAN NEWS DIGEST

## Hungary acts on borders

Hungary's new Socialist government yesterday opened the way for a "historical reconciliation" with Romania and Slovakia by offering to renounce formally all territorial ambitions against them. Mr Gyula Horn, making his inaugural speech to parliament as prime minister after winning May's elections, announced that Budapest would begin treaty talks "without delay" with Bucharest and Bratislava. Mr Horn said Hungary was ready to enshrine in new bilateral agreements a guarantee of the inviolability of borders upon which Romania and Slovakia had insisted. He tied his concession to the incorporation of a commitment on minority rights for the roughly 2m ethnic Hungarians in Romania and 600,000 in Slovakia. He has nevertheless abandoned the position of the outgoing centre-right government, which ruled out the revision of frontiers by force but refused to carve in stone a territorial settlement it deemed unjust. In pointed contrast to a conservative predecessor who called himself premier of all 15m Hungarians, within and beyond the borders, Mr Horn said he was prime minister of Hungary's 10.5m inhabitants alone. "This government is the government of the citizens of Hungary," he declared. Tension however remains high in Cluj, capital of the Romanian region of Transylvania, after nationalist mayor Mr George Funar tried to remove a statue of King Matthias of medieval Hungary, which is a central symbol of the city's ethnic Hungarians. Nicholas Denton, Budapest.

## Latvian coalition to resign

The Latvian coalition government is to resign because of the decision by the Peasants' Union party, the smaller of the two coalition partners, to pull out of the government. Mr Valdis Birkavs, announcing the decision on television on Wednesday night, said however that his Latvian Path party would be ready to form a new government with another coalition partner. The Peasants' Union decision reflects growing tension over economic policy in Latvia, and came after Mr Birkavs had refused the Peasants' Union request for increased tariffs on imported foodstuffs.

The president and prime minister of Estonia yesterday issued a statement welcoming the offer by Russian President Boris Yeltsin for talks - described by Mr Yeltsin as a "final effort" - on the withdrawal of Russian troops from Estonia by August 31. Mr Yeltsin said at the Group of Seven summit in Naples that he would not withdraw the troops unless Estonia guaranteed full civil rights for the large ethnic Russian population. Estonia, along with Latvia, has adopted a citizenship law which in practice restricts the numbers of Russians able to take citizenship. John Lloyd, Moscow.

## EU to rule on media ownership

The European Commission is expected to propose this month that the European Union draw up rules on concentrations of media ownership, a Commission official said yesterday. National laws aimed at ensuring that newspapers and television stations reflect diverse views differ widely, making it difficult for companies to operate across borders, said Mr Paul Watkinson, head of the Commission's internal market division. European legislation would probably choose to limit media ownership depending on the size of the audience rather than on the number of publications or stations any one company owns. The Commission decided the EU should act following consultations with industry, national officials and others on a "green paper" it issued in 1992, he said. Reuter, Brussels.

## Caution on broadcast quotas

European Commission officials responsible for European policy on culture and the broadcasting industry yesterday distanced themselves from comments this week that quotas designed to protect the European film and television industry could soon become a thing of the past. Advisers to Mr João de Deus Pinheiro, commissioner responsible for the audiovisual industry, are irritated that Mr Reinhard Büscher, a member of the industry cabinet, raised the prospect of technological changes in broadcasting making quotas impractical. Mr Pinheiro insists that quotas - which require at least half of all broadcasts shown on any channel to be European - will remain. However, the Commission is looking at ways of altering the manner the quotas are applied to reflect the development of specialised channels, such as a Disney channel, where the current quota rules are completely impractical. Emma Tucker, Brussels.

## No questioning for Claes

Mr Willy Claes, Belgian foreign minister, will not have to appear before the country's highest court for questioning over a financial scandal, following a vote in the Belgian parliament yesterday. The parliament voted to question former deputy prime minister Mr Guy Coen in the investigation. It is alleged that a research company, Insoop, which conducted opinion polls for the government, channelled taxpayers' money to political parties in the late 1980s. The vote followed a report by a parliamentary commission which said there was enough evidence to justify Mr Coen going before the court, but said there were insufficient grounds for Mr Claes to appear. Reuter, Brussels.

## Delays at Athens airport

Greek Transport Minister Theodoros Pangalos warned summer travellers yesterday that long delays at Athens airport would persist because of the big seasonal increase in flights. The delays, often of two to four hours, are due to air traffic controllers' refusal to work overtime, an inadequate radar system and a 30 per cent increase in flights during the summer. Mr Pangalos wants a new radar system operational as soon as possible but ruled out a wage increase. The Board of Airlines Representatives said: "The situation is a nightmare for tourists and threatens Greece's commercial interests." Reuter, Athens.

## ECONOMIC WATCH

## Fewer Dutch out of work

Dutch unemployment fell for the third consecutive month in June, confirming a trend that emerged earlier in the second quarter after nearly two years of increase. The central statistical office said yesterday that an average of 461,000 people were registered as unemployed in April-June, down from an average 483,000 in the previous three-month rolling period of March-May and 500,000 in February-April. The figures, which are not corrected for seasonal factors and are based on a narrow definition of registered joblessness, are equivalent to an unemployment rate of 7.2 per cent. Despite the month-to-month decline, registered unemployment in April-June was still higher than a year earlier, when 394,000 people were unemployed and the jobless rate stood at 6.3 per cent. Ronald van de Krol, Amsterdam.

■ Norway's trade surplus widened to Nkr5.54bn (£321m) in June from Nkr4.88bn in May and Nkr4.88bn in the same month last year, the central bureau of statistics said.

■ German company insolvencies rose by 18.8 per cent in April against the same period last year. 1,234 companies became insolvent in April 1994, bringing the total to 4,394 in the first quarter. The figure for the first quarter rose by 22.4 per cent against last year.

## Turks to protest at austerity measures

By John Murray Brown in Istanbul

Turkey's austerity programme is coming under growing pressure from labour groups, with the main union federation calling a day of protest for next Wednesday and the government facing demands to raise civil servants' salaries.

The cabinet is today due to announce salary increases for

the 1.6m civil servants. Despite annual inflation running at more than 100 per cent, economists say Mrs Tansu Ciller, the prime minister, will want to keep the increase to below the 54 per cent projected in the 1994 budget.

Separately, Turk-Is, Turkey's main union federation, representing around 1.2m workers in the public sector, is to stage a day of protest on Wednesday in the first sign of union opposition to the programme.

Public-sector wage restraint is vital to the success of the government's fiscal adjustment plan, which envisages halving the public-sector borrowing requirement to 9 per cent by the end of 1994. The programme, backed by an interna-

tional Monetary Fund standby credit of \$742m, assumes a 15 per cent real wage cut across the economy.

The government has still to pay rises to some 700,000 public-sector workers under collective bargaining deals signed last year, when it was agreed that wages would be indexed to inflation. The government wants the unions to accept rises in line with future inflation, projected to fall sharply to 20 per cent by mid-1995.

"It's daydreaming, of course we will never go for such a proposal," warns Ms Seyhan Erdoğdu, a Turk-Is official. "World Bank or OECD projections are one thing, but the government's own projections are never met."

The government is hoping to appease union grievances, at least in the public sector, by introducing unemployment insurance for those made redundant by privatisation. This reform, however, is currently frozen.

In addition to wages, the unions complain about the rise in prices. The government's failure to fulfil a pledge to provide a right to strike for civil servants.

However, Mrs Ciller appears to be gambling that the unions, and the Social Democrats, their allies inside the coalition, will opt to protect jobs rather than push for higher wages.

In June parliament ratified on second reading the International Labour Organisation

convention on job protection, which the unions believe provides a legal basis to challenge dismissals.

However, union militancy appears to be waning. Last year saw a sharp fall in the number of days lost to strikes, with just 38 strikes in the first six months of 1993 compared with 208 in 1991, according to union figures.

With the government meeting its fiscal targets in the first three months of the programme, economists believe Mrs Ciller will want to hold the line on wages, which may give her more room for manoeuvre in the autumn, when parliamentary and union opposition to the austerity measures is expected to intensify.

greater rights to take part in the privatisation process; and that closed joint stock societies, formed in the early stages of privatisation to keep shares within a narrow circle, usually of directors, should not be forced to open up.

Mr Chubais had earlier pressed for a decree to allow the privatisation process to start, but had been turned down by President Yeltsin, who insisted on the parliamentary route. A decree on this subject where parliament has

clearly shown the wish at least to amend the legislation, would raise the political temperature, which has so far been mild.

A meeting of government and deputies today called to discuss economic reform will be told that tax collection for the first six months is running at only a little over 60 per cent of the estimated level and that inflation, down to 4 per cent in June, will surge to around 10-11 per cent in August because of the payment of delayed salaries.

## Next stage of Russian asset sales blocked

By John Lloyd in Moscow

Russian reformers will press President Boris Yeltsin to sign a decree giving a legal base to the second, crucial phase of privatisation - after the state duma, or lower house, refused to pass the government's bill by a large majority on Wednesday night.

In the first phase, some 70 per cent of state enterprises were auctioned in exchange for vouchers. Yesterday, Mr Anatoly Chubais, deputy prime

minister for privatisation, made clear yesterday that he would push ahead with a second stage under which the remainder would be privatised for cash. "The president must act," he said.

The government hopes that the industrial restructuring process, still in its infancy, will take off in the second round, pushed by Russian - and to a lesser extent foreign - investors seeking to make enterprises profitable and competitive. A long fight with

parliament over would be a severe setback for a government pointing with increasing confidence to signs of recovery.

However, the road still appears open for compromise, the more so since the bill was not thrown out but referred to a commission for further work. Mr Sergei Burkov, a centrist deputy who presented a report on the bill to the duma, said that the programme would sell off state assets at an artificially low price; that commercial banks had to be given

greater rights to take part in the privatisation process; and that closed joint stock societies, formed in the early stages of privatisation to keep shares within a narrow circle, usually of directors, should not be forced to open up.

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## NEWS: WORLD TRADE

Increasing frustration among business community, says Garten

## US warning over deadlock

By Michio Nakamoto in Tokyo

Trade negotiations between the US and Japan are caught in a worrying deadlock which could lead to renewed tensions in Washington, a senior US trade official warned yesterday.

Mr Jeffrey Garten, the undersecretary of commerce for international trade, indicated that bilateral negotiations aimed at increasing access to Japanese markets have not made much headway and that unless there was visible progress in the talks, frustration could mount in Washington.

"Progress is very slow. Most of the major problems are still

in front of us," he said.

Mr Garten yesterday took part in sub-cabinet level talks on increasing foreign access to Japan's car and motor vehicle parts markets, one of the priority areas in the framework negotiations between the US and Japan.

Since the trade talks resumed in May, the rhetoric has been toned down. Mr Garten noted. But there was still "significant difference in the perception of whether or not there is an access problem."

The framework trade negotiations, agreed between Japan and the US last summer, broke off in February this year when the two sides could not

agree on ways to measure progress in opening Japan's markets.

Mr Garten cautioned that there was increasing frustration among the business community in the US and that once legislation approving the Uruguay Round agreement is passed, Congress would turn its attention more to Japan.

"The concern is that just because we have been able to contain the tension... this should not be seen as an indication that that is going to last for a very long time."

Meanwhile, the US is developing an export strategy for Japan "above and beyond the framework trade talks" which involves looking into

ways the government can help US companies win Japanese Overseas Development Administration contracts and other projects in Japan, such as the Nagano Olympics.

The Clinton administration is aiming to nearly double exports to \$1,000bn by the year 2000 and one particular focus of this export strategy will be the information technology sector, Mr Garten pointed out.

"This is the kind of area that the US and Japan can co-operate on, not just in the US, not just in Japan but elsewhere."

These kinds of issues will have a major impact on US-Japan relations in the future," he said.

## A North American storm in a cereal bowl

By Laurie Morse in Chicago and Nancy Dunne in Washington

The much trumpeted virtues of integrating the North American market and harmonising commercial systems in the US, Canada and Mexico are turning out to be unproven in one sector at least - agriculture. The US and Canada are again on the brink of trade war - this time over wheat - and Mexico has launched countervailing duty investigations against wheat sales by both its North American trading partners.

The US-Canada dispute could reach boiling point this summer if President Bill Clinton decides to use his powers under Section 22, an obscure provision of the US Farm Act of 1933, to impose tariffs or quotas on Canadian wheat imports. If he acts, as recommended last week by Washington's International Trade Commission, Canada will almost certainly retaliate with restrictions on imports of a variety of US food and farm goods.

What would be even worse for trade liberalisation, the US and Canada could settle their differences without sanctions by allowing each other to continue the protection of favoured farm sectors - say US grain for Canadian poultry, dairy and eggs.

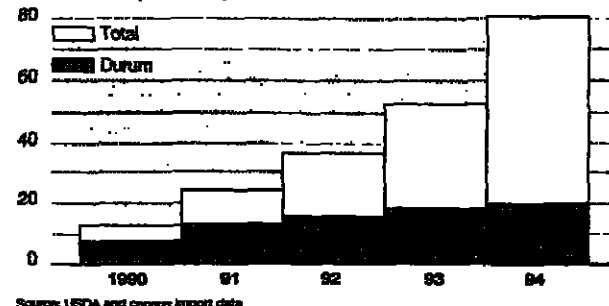
Trade analysts say this chaotic state of affairs in the country's newly minted Free Trade Agreement area stems from state intrusion in agriculture and differences in the nature of that intrusion. What the three North American governments are doing is arguing over whose intrusion is the most damaging.

The US pays loans and subsidies which support domestic prices and export subsidies which depress external prices. Canada has a Wheat Board, which operates like a monopoly, and transportation subsidies. Mexico, now the least protectionist of the three, pays income support to poor and medium-sized farmers and plans to phase the payments out over the next 15 years.

President Clinton is not required to protect the US farm programme, except that he has political dues to pay to north-

## US wheat

Imports from Canada, including animal feed (bushels m)



Source: USDA and customs import data

US President Bill Clinton today receives the International Trade Commission's recommendations on Canadian wheat imports. Each commissioner can produce his own solutions, and they could vary widely. Three of the six members last week found that Canadian wheat imports had "materially" injured the US farm support programme. They could recommend import curbs through either tariffs or quotas. The other three commissioners - two Republicans and one Democrat - found only an "adverse impact" on the US wheat programme and could recommend only temporary measures.

ern plains senators and congressmen. Once the ITC had given the administration its first legitimate cause to act, Senator Max Baucus of Montana and Byron Dorgan of North Dakota lost no time in reminding Mr Clinton that he had promised last November to assist US wheat growers.

The impact of the dispute may be temporary. If, as expected, Congress approves legislation to implement the hard-won Uruguay Round trade agreement, trade barriers under Section 22 would become illegal. The Clinton administration has sought sanctions against Canada under Article 28 of the General Agreement on Tariffs and Trade, but this would have to be approved by Congress. The House Ways and Means committee has already turned its thumbs down to the proposal.

In the meantime, the dispute could give US agriculture officials muscle to negotiate reforms in Canada's grain marketing system. They want increased transparency in the Wheat Board's export pricing policies - in fact, they say the US-Canada Free Trade Agreement appears to require more transparency. And, they argue, while Canada does not employ

export subsidies, the Wheat Board regularly undercuts the subsidised prices of their competitors. The amount of bluster coming from both sides in the wheat dispute is surprising given the relative insignificance of the size of the wheat trade between the two countries.

Of the food-quality wheat that crossed the border, large quantities were shipped back into Canada as part of the \$77m pasta trade. In fact, the flow of raw and processed agricultural products could, if left alone, form a model for the Clinton administration's vision of the integrated North American market.

Grain trade analysts view the wheat from Canada flow as a temporary adjustment to a poor crop in the US last year, and expect the volume of Canadian exports to ease of their own accord as the US feedgrain crop normalises with this summer's harvest.

The "dispute" they say, should be viewed in the context of politics between Washington and the northern plains states and the complicated manoeuvrings that are occurring as the world's largest grain producers jostle for position in a post-GATT world.

## NEWS IN BRIEF

## Honda to halve US exports

Honda Motor of Japan will halve its annual exports to the US to 150,000 vehicles by 1999 in an attempt to reduce risks from exchange rate fluctuations, agencies report from Tokyo.

The Nihon Keizai Shimbun newspaper reported that under a long-term business plan, Honda also planned to boost exports from its US plants to Japan and other countries nearly four-fold to 150,000 vehicles a year.

Honda hopes the moves will help ease Japan-US trade friction over vehicles.

## Caterpillar in Russian plan

Caterpillar of the US is holding talks with the International Finance Corporation and the US Overseas Private Investment Corporation to fund two joint ventures with Russia's ZIL truck maker, Reuter reports from Moscow.

A senior Caterpillar official said financing was being put together for the US diesel engine maker's new Novodiesel joint venture with ZIL, agreed on June 24, and its Diesel System joint venture signed earlier this year.

Novodiesel will produce Caterpillar truck engines in the 150 to 500 horsepower range, starting from 1995.

## Minolta in China venture

Minolta Camera of Japan has announced the formation of two joint ventures in China in October to manufacture and market cameras and copier machines, Reuter reports from Tokyo.

One joint venture will be formed in Shanghai with China's largest camera maker, Shanghai Camera Factory.

The new company will be capitalised at \$4.5m and will start producing 20,000 cameras a month from early next year. Minolta plans to expand production to 100,000 cameras a month within two to three years.

## Nippon Steel takes stake in CF&amp;I

By Michio Nakamoto in Tokyo

Nippon Steel, the world's largest steelmaker, has agreed to take a 10 per cent equity stake in New CF&I of the US, a subsidiary of Oregon Steel, and provide its subsidiary, CF&I, with the technology and facilities to manufacture head-hardened rail.

The deal will enable Nippon Steel to overcome the adverse impact of the yen's sharp rise against the dollar and to

deflect US anti-dumping charges. The arrangement will enable CF&I to supply its customers in the railway industry with a leading product.

The venture comes two years after CF&I joined Bethlehem Steel, in bringing charges against Japanese steelmakers of dumping rail in the US. Those charges were dismissed in June, 1992 by the US International Trade Commission.

Head-hardened rail, which is longer lasting than ordinary rail, is expected to

see greater demand in the years ahead. However, most US steelmakers, including CF&I, do not have the technology to manufacture head-hardened rail.

Nippon Steel said that the agreement would allow it to sell its product in the US without having to worry about dumping charges. The yen's high appreciation has meant that Japanese steelmakers exporting product to the US will be forced to raise their prices significantly if they want to avoid anti-dumping charges.

## Taiwan invests heavily abroad

By Laura Tyson in Taipei

Overseas investment by Taiwanese companies rose rapidly in the first half of this year. The government approved \$936.3m in investments by local companies in countries other than China during the first six months of this year, a 54 per cent jump from the \$606.5m (\$399m) recorded in 1993.

But January-June approvals for investment in China were sharply lower, amounting to only \$484.7m against \$3.5bn for 1993, according to the economic ministry's investment commission. Analysts attributed the steep decline to China's economic clampdown imposed last year and tensions

generated by the March 31 killings of 24 Taiwanese on a pleasure boat tour.

It was also noted that China had largely discarded the preferential treatment accorded to Taiwan companies in the form of tax breaks and other incentives.

Meanwhile, government-approved inward investment in the first half climbed 49 per cent from a year earlier to \$639.1m. The petrochemical, food, and services sectors recorded the largest gains.

Analysts cautioned that the outward investment figures were an indicator of investment interest by private-sector Taiwan companies but were skewed because they do not include the substantial off-

shore activities of state-run companies.

This makes it difficult to discern the true impact of the government's "Go South" policy launched last year to encourage Taiwan companies to steer their investment plans away from China and its vagaries toward other countries in the region.

South-East Asian countries continued to be a magnet for Taiwanese cash, with Malaysia topping the list at \$101.5m, up from \$42.5m during the first six months of last year. The commission approved investments of \$39.1m in Thailand, versus \$19.2m in 1993.

An important beneficiaries of Taiwanese investment in Europe, officials said, via the

British Virgin Islands, from which Taiwanese may invest in the EC tax-free. Investment in the "other areas" category hit \$637.9m in the first half, up from \$120.9m in 1993.

Parliamentary clearance for Taiwan's fourth nuclear power station has opened the way for the government to award the \$2.2bn contract for the nuclear reactor.

Three international concerns - Swiss-Swedish concern ABB via its US arm Combustion Engineering, France's state-run Framatome, and US firm Westinghouse in partnership with public utility Nuclear Electric of the UK - are vying for the project. A final selection is expected in August or September.

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# Mexican legal system puts progress in fetters

By Damian Fraser  
in Mexico City



## THE NEW ECONOMIC ORDER

There is at least one point of agreement in Mexico for the governing party and opposition. **business** organisations, foreign investors, and lawyers: the country's competitiveness and economic progress is hindered by its slow, outdated and often corrupt legal system.

The broad alliance in favour of legal reform reflects the dissatisfaction with a judicial system that has hardly been touched by the economic and social reforms of the past decade.

Mexico's judges are still largely subservient to the executive branch; corruption is common; litigation is extraordinarily slow; and many important commercial laws, dating back to the 1930s, are inadequate for today's businesses.

In a recent report, the World Bank said the weakness of Mexico's legal system was an "important constraint to private-sector development". The unclear legal environment, added to the cost of capital,

## THE NEW AGENDA - REFORM OF CIVIL SERVANTS

In the last 10 years, the role of government in the economies of Latin America has been in decline, writes Stephen Fidler, Latin American Editor. As governments have privatised inefficient state industries and deregulated, there has been strong emphasis on the importance of market mechanisms in generating economic growth.

Although few can claim to have completed market reform, the pendulum already seems to be swinging the other way - towards trying to improve the way that governments function.

Studies of the successful Asian developing economies almost always underline the constructive role of

government - and in particular meritocratic bureaucracies - in generating growth. However, because of the poor record of Latin American governments, some economists believe the optimal size of the state there is smaller than in Asia.

Some functions, however, are inevitably the state's responsibility - legal systems and regulation of private utilities. In other activities - such as social services - the market may have a role but the state's participation is often essential.

Mr Ricardo Hansmann, a former Venezuelan minister and the chief economist at the InterAmerican Development Bank in Washington, says: "The agenda ahead is highly

concentrated on these institutional issues."

He identifies one important problem seen all over the world but is particularly acute in Latin America: the tendency of departments of government to lose sight of their objectives. "Institutions tend to fall under the control of the producers, rather than the consumers," he says.

"Bureaucracies tend to function for the benefit of those working inside them and attempts to reform them are often thwarted by powerful public sector unions."

Furthermore, government bureaucracies have been weakened by fiscal stringency, another aspect of economic reform. This has reduced

real wages in the public sector and its ability to attract talent. "It's not at all clear whether significant progress has been made [in reforming bureaucracies], though the problem may be less critical because their scope to do harm has been reduced by the reforms," he says.

Mr Andrew Nickson, a senior lecturer at the University of Birmingham with direct experience of several Latin American bureaucracies, agrees that bureaucratic capabilities in the region are very weak. Some governments, encouraged by the IADB and the World Bank, are shedding large numbers of civil servants - but there is little evidence

that the capacity of remaining civil servants is being improved.

Not only are wages low, but career possibilities of civil servants are stunted. They can rarely move from one municipal or state government to another because there are no uniform civil service standards.

There are some reasons for optimism that the trend toward decentralising government increases its accountability to the public. However, he says "virtually every country pays lip service to the idea of a career-based civil service, but the reality is very far from the rhetoric. I don't honestly see very much change."

and state judges almost as they wish.

"It can be dangerous to fight in the courts against powerful political interests," says Mr Ernesto Ayala, a litigator with Bufete, Noriega and Escobedo, a top law firm in Mexico City.

Partly thanks to the efforts of Mr Jorge Carpizo, the former attorney-general who is now interior minister, several corruption cases involving judges have come to light. Last year, Mr Carpizo's office

ordered the arrest of Mr Ernesto Diaz Infante, former Supreme Court Justice, for allegedly taking a \$500,000 (\$325,000) bribe while in office for arranging the release of a man convicted of raping and murdering a young girl. Mr Diaz disappeared soon after his arrest was ordered.

While corruption is said to affect only a small minority of cases, the resolution of disputes in Mexican courts is generally "lengthy, costly and

unpredictable", according to the World Bank. Under Mexico's legal system, almost every case in state courts can be appealed against in federal courts, enabling parties to delay cases for years.

The World Bank reports: "Deficiencies in the system of legal education and training and a dearth in appropriate standards of professional ethics, have left legal practitioners complacent and unprepared to meet the challenge of their

business clients competing in a global economy."

The effect of unpredictability is that businesses often avoid signing contracts with companies they do not know, to minimise the chance of landing in court, according to a US lawyer who is studying the impact of Mexico's legal system on the economy. This discriminates against new companies.

Commercial laws further discriminate against small businesses by making it difficult to secure credit by pledging the lender movable property - such as machinery - as a guarantee. In the US secured credit by some estimates accounts for as much as 40 per cent of business loans. In Mexico companies either have to mortgage land or houses when borrowing money, or pay high rates of interest charged for unsecured credit.

"Mexico's small and medium-sized businesses are going to get killed as US businesses come down with 10 per cent credit," says Mr Russo. "If the government does not move on secured credit, Mexican businesses will be in trouble."

This article is the fifth in a series on the recovery in Latin America. Previous articles appeared on June 24 and 30, and July 5 and 12.

## WORLD CUP

# Brazilians ready for 'battle of the big dogs'



Shot after shot failed to pierce Sweden's armour. But then the smallest man on the field rose above it all to head the goal that nudged Brazil into Sunday's World Cup final against Italy.

A header by Romário in the 80th minute of Brazil's semi-final against Sweden in Los Angeles gave them a 1-0 victory and a chance to erase the disappointments of the last five World Cups.

Earlier, Italy beat Bulgaria 3-1 in New Jersey in the other semi-final, thanks to two inspired goals in quick order by Roberto Baggio. "I haven't made many of those," said Romário later, recalling the perfect downwards-headed goal that dashed Sweden's hopes. "I can probably count them all on the fingers of one hand."

The 5ft 6in Brazilian striker was the most visible man on the field all afternoon, but for 79 minutes the spotlight shone cruelly on the goals he was missing - including an open net in the 25th minute.

Branco fed Romário at the edge of the penalty area, where he split two defenders and then fooled Ravelli, the eccentric but resourceful Swedish goalkeeper. But the striker pushed the ball a shade too wide. When he regained possession, Romário hit a weak shot that Anderson, the Swedish full-back, zoomed in to clear off the line.

"I'm still trying to figure out where that guy came from," said Romário.

However, the game was not as close as the score indicated. In the view of most neutrals, Brazil overwhelmed their opponents.

"Technically, tactically and physically we controlled the whole game," Carlos Alberto Pereira, Brazil's coach, said, relieved that criticism of his scrappy style and lack of menace in the earlier stages of the tournament had been deflected if not silenced.

"We took the initiative from the beginning, and 1-0 doesn't [reflect] Brazil's supremacy. The only difficulty was putting the ball in the goal."

Brazil repelled the Swedes with outstanding defence - a word not always associated with the heights of Brazilian art-house soccer. But Romário had said before the game that Brazil were at present playing "modern and efficient" soccer that might not be pretty but was at least producing success.

Having studied the Swedes closely, Brazil shut them down. There always seemed to be swarms of Brazilian blue shirts surrounding every white Swedish jersey.

"We annulled their air game, and that is the only way they know how to play," Brazilian keeper Taffarel said.

But the Brazilian front-line missed chance after chance. Zinhouffed an excellent opportunity in the 13th minute. Romário fed Bebeto on the left, who one-touched it to Zinho racing in uncovered, but he shot into the side netting.

Then Anderson denied Romário. "I'm here to make goals and to miss them," the Brazilian reflected. "I prefer to talk about the ones that go in."

Seven minutes after that, Romário blew another one. Bebeto streaked up the left on a counter-attack and fed Romário in the middle, a play they had rehearsed all week in training. But Romário stepped on the ball, stumbled and managed only a weak shot that Ravelli knocked away.

Brazil out-shot Sweden 15-1 in the first half and 28-3 overall.

Brazil's victory means that the winner of Sunday's final in Los Angeles - "a battle of big dogs," according to Brazilian mid-fielder Mazinho - will become the first four-time winner of the World Cup.

The last time Italy and Brazil met in the final - in Mexico City in 1970 - Pelé led an inspired Brazilian team to a 4-1 win.

Brazil probably benefited from a day's more rest than Sweden, after the quarter-finals. "We had too short a time to reload our batteries after running them down against Romania last Sunday. We did not come up to the same class as we did before," said Swedish coach Tommy Svensson.



Brazilian striker Romário rounds Swedish goalkeeper Thomas Ravelli in the first half of the semi-final, only to have his shot cleared off the line. Brazil's beautiful flowing moves were frequently marred by poor finishing.

# More important than matters of life and death

The best way to get applauded on the streets of Haiti is to wear a Brazilian football shirt. Haiti's team are so bad they were kept out of the World Cup by Bermuda, so the whole country supports Brazil.

"You are asking which is more important - Brazil or a US invasion?" one fan asked an American reporter. "We are hungry every day. We have problems every day. The Americans talk about invading every day. But we only have the World Cup every four years."

During the World Cup, economic sanctions against Haiti have failed to bite and talks between government and opposition were out of the question. At half-time during matches, Haiti's black-and-white TV sets show bloody videos of the US invasion of Panama, with texts like *No to Intervention* superimposed.

"This country is demobilised by the World Cup," complains Haitian

Political unrest, civil war and economic hardship are simply minor irritations, writes Simon Kuper

Prime Minister Robert Malval. "I think when we wake up on July 18 - that's the end of the World Cup party. And that will be the beginning of the end of the party here."

This World Cup is having a bigger effect on countries' politics than any previous World Cup. True, the Argentine junta used the 1978 World Cup much as the Haitian junta is using this one, and West Germany's 1954 triumph did more to restore German self-respect than Konrad Adenauer ever could.

Other examples abound. But this World Cup is more serious. For a start, there are more TV sets in the world today than there were even four years ago. The tournament is attracting vast audiences. The average human is a Chinese peasant. Essex Man, Alexandr Solzhenitsyn - will probably have watched six

World Cup games by the end of Sunday's final.

Rwandans root for Nigeria. Bangladeshis for Maradona (they held protest marches in Dhaka after he was banned for drug-taking), and no doubt the Eskimos have their favourite team.

In 1950, famously, Britain learned by telegram that the US had beaten England in Brazil, and even later things were not much better in Africa and Asia. But telegrams do not tend to demobilise nations.

Second, in this lone superpower world, the World Cup is the one key arena which the Americans do not dominate. One Mexican soccer-lover living in Boston told me that he would prefer not to see football taking off in the US.

The World Cup is the most direct way we have of ranking the nations

of the world - it is hard to compare GDPs in a way that is quite as visually appealing - and the Americans' weakness at soccer leaves the field relatively even.

Soccer can give a nation status. When we say "Brazil beat Holland" we feel we are talking not just about their soccer teams but about the countries themselves.

"In the World Cup, all we lost is two games. We didn't lose our national honour," a Colombian state governor tried to argue a few days ago. He was standing beside the coffin of Andrés Escobar, the Colombian player (and own-goal scorer) slain on his return home.

Whereas in the past most countries were dictatorships propped up by the US or USSR, now dozens are (or are becoming) democracies. Nicolae Ceaucescu and Todor Zhiv-

kov did not worry about public opinion, and in the 1980s nor did African leaders.

Now the Cameroonian president, Paul Biya, is so worried that for two World Cups in a row he has recalled the middle-aged Roger Milla to the team (what will he do in 1998, when Milla is 46?).

Ethnic tension rises, and rulers look to the World Cup to foster unity. General Sani Abacha likes the Nigerian team to include players from each of the country's three main tribes, and after Romania beat Argentina, President Ion Iliescu said the ethnically diverse team had created a "national consensus." (That was before the ethnic Serb Belodetici missed the decisive penalty in the quarter-final.)

The US squad, which contains Hispanics, blacks, Italian- and

Greek-Americans - precious few Wasps - received a call from President Clinton that was shown on prime-time TV.

Democratic rulers everywhere are struggling, and they all turn to the World Cup. In Italy, where soccer is perhaps the least tarnished national institution of the moment, Silvio Berlusconi got himself elected prime minister with a party named after a football chant.

In Brazil, Mexico and Argentina, presidents have appeared on TV during the World Cup to suggest changes to the national team's line-up. Even in Norway, Prime Minister Grö Brundtland appeared on a TV panel commenting on the country's opening game.

Countries that need the World Cup most were only admitted to it quite recently. Fifa, soccer's govern-

ing body, first gave Africa a World Cup berth in 1970; only this year did the continent get three places. Asia, with more than half the world's population, for long had only one spot, and still has only two.

And the poor are improving. African teams regularly reach the second round. The Third World cares when Egypt drew with Holland in 1990, soldiers of all factions in Beirut spent the night firing into the air. When England beat Cameroon a couple of weeks later, a Bangladeshi man had a heart attack and a Bangladeshi woman killed herself. "The elimination of Cameroon also means the end of my life," read her suicide note.

Americans are trying hard to understand. "When Brazil lost in 1990 people were jumping off buildings," said US star striker Eric Wynalda. "I don't think anyone jumped off a building when Buffalo lost the Superbowl."

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British



# Dollar continues its cautious recovery

By Philip Gawth in London and David Waller in Frankfurt

The dollar continued its cautious recovery on foreign exchanges yesterday, helped by supportive comments from Mr Lloyd Bentsen, US treasury secretary.

Earlier in the day the US currency had been buoyed by wild rumours, later denied by US defence officials, that the US had invaded Haiti. It also took heart from firmer international bond markets.

"We're going to continue to be in accord with the Federal Reserve as far as their objectives to see that we have sustained growth with low inflation, and work toward a strong dollar," Mr Bentsen told reporters.

The dollar closed in London at DM1.5457 from DM1.5383 on Wednesday. It finished at Y98.28 against the yen from Y98.155. During US trading it touched DM1.5560 and Y98.66, before easing back.

Traders said the dollar's bounce back was being supported by technical factors, but were not prepared to say that the recent bear trend had been reversed.

Earlier the dollar had received some muted support from Mr Hans Tietmeyer, the Bundesbank president. He told a lunch in Frankfurt that "the world economy has an interest in an internally and an externally stable dollar."

He made clear, though, that "the prime responsibility for the dollar's

strength lies in the US itself. The thesis current at the beginning of the seventies - it's our currency but your

**'The thesis that it's our currency but your problem is clearly too short-sighted'**

problem - is clearly too short-sighted," he said.

The economic data that emerged in the US provided a confused message for the dollar. June retail sales were in line with market expectations, and

May sales were revised down, providing no evidence that a Fed policy tightening is required.

The White House mid-session budget review, however, said the economy was approaching full capacity faster than expected.

More encouraging for the dollar was the recovery in US and European bond markets. One of the factors behind D-Mark strength - and dollar weakness - in recent months has been investors selling European bonds and putting the receipts into D-Mark deposits. The recovery in bond markets suggests this trend may be being reversed.

"If this is a turn in the bond markets it should be positive for the dollar," said Mr Chris Turner, currency

strategist at the securities house BZW in London. "Anything that takes upward pressure off the D-Mark would have to be good for the dollar."

Dealers report that some investors are now starting to see good medium-term value in the dollar at its current levels. But they warn that it may still fall further against the yen, especially if the US continues its tough attitude towards Japan on trade issues.

Mr Jeffrey Garten, the US under secretary of Commerce, said in Tokyo that although the rhetoric had been "toned down," US strategy had not changed.

Mr Garten said "significant obstacles" remained in the way of progress. See Markets, Currencies, Second Section

# Clinton tour shows US loss of direction

By George Graham in Washington

There was a time when an American president could help his standing at home by striding majestically across the world stage, basking in the adulation of huge crowds from Berlin to Beijing.

But for President Bill Clinton, a weeklong trip across Europe has done little to enhance his stature at home, while distracting him from pressing domestic issues such as the devastating floods in Georgia or the critical phase of his healthcare reform plans.

There is even a sneaking suspicion that his travels have not done him much good abroad, either. Leaders of the other Group of Seven leading industrial nations rebuffed Mr Clinton's principal initiative at their Naples summit, a last-minute proposal for new trade liberalisation talks. President Boris Yeltsin of Russia publicly upbraided him for blocking Russian exports and flatly contradicted him on the issue of getting Russian troops out of Estonia. And the crowds that greeted him in Riga, Warsaw and Berlin were at best politely enthusiastic, not the cheering multitudes that greeted his predecessors in the days when the Iron Curtain still stood.

Even as he travelled through Europe, Mr Clinton's time was taken up with two outlaw nations thousands of miles away, Haiti and North Korea.

Mr Jim Hoagland, the Washington Post's foreign affairs commentator, calls it "the disappearance of the American premium in international politics," a sense that foreign leaders - from the US's G7 partners to the Haitian military junta - see little to lose in defying the US president and little to gain in making him look good.

Much of this is unconnected to Mr Clinton's own standing. The collapse of the Soviet Union and the disappearance of the Warsaw Pact have

greatly diminished the significance of the US's protection to its allies, while the harsh realities of the transition to a market economy have made the American grass seem much less green to the citizens of the former communist countries.

But part is also linked to doubts over where exactly Mr Clinton and his administration stand: over whether, if pushed far enough, there is a point at which they will turn and fight.

European diplomats have been wondering, ever since the Asia Pacific Economic Co-operation summit in Seattle last year, which way the American Janus is facing: towards Asia or Europe. After Mr Clinton's third trip across the Atlantic this year, the answer is towards Europe; and within Europe, towards Germany.

In Bonn, Mr Clinton spoke of "a common partnership that is unique now because so many of our challenges are just to Germany's east." The "special relationship" with the UK he consigned to the status of a nostalgic relic: "Even though we fought two wars with them early in the last century it is unique in ways that nothing can ever replace because we grew out of them."

Senior US officials travelling with the president made it clear that they did not feel that other Europeans shared with them the same degree of urgency and involvement over the integration of central Europe as Germany.

But Clinton administration officials have developed a formula for describing the significance they attach to each national or regional relationship: "No country/region is more important to us than..."

This ever-changing focus has caused some of the US's closest allies to wonder if the Clinton administration has any priorities at all for deciding what is truly important to it.

The answer from the administration is not reassuring. "We want it all," said a senior State Department official.

# Washington closer to Haiti invasion

By Carole James in Kingston and Jeremy Kahn in Washington

The US has told regional Caribbean leaders that it will invade Haiti with a multinational force if the country's military regime has not complied within three weeks, and providing the United Nations Security Council says the action is necessary.

According to Caribbean officials, in a series of meetings last week, Mr William Gray, the US adviser on Haiti, and senior representatives of the US National Security Council, the Department of Defence and the US Army Command, told regional leaders the US was "alarmed" at the increase in the numbers of boat people over the past fortnight.

The US officials reportedly told Caribbean leaders the US felt that the only way to end the flow of boat people was to force the military to leave office, and that it was willing to play a prominent role in a multifaceted operation.

However, congressional and administration officials in the US insisted yesterday that

only US forces would be used in any invasion.

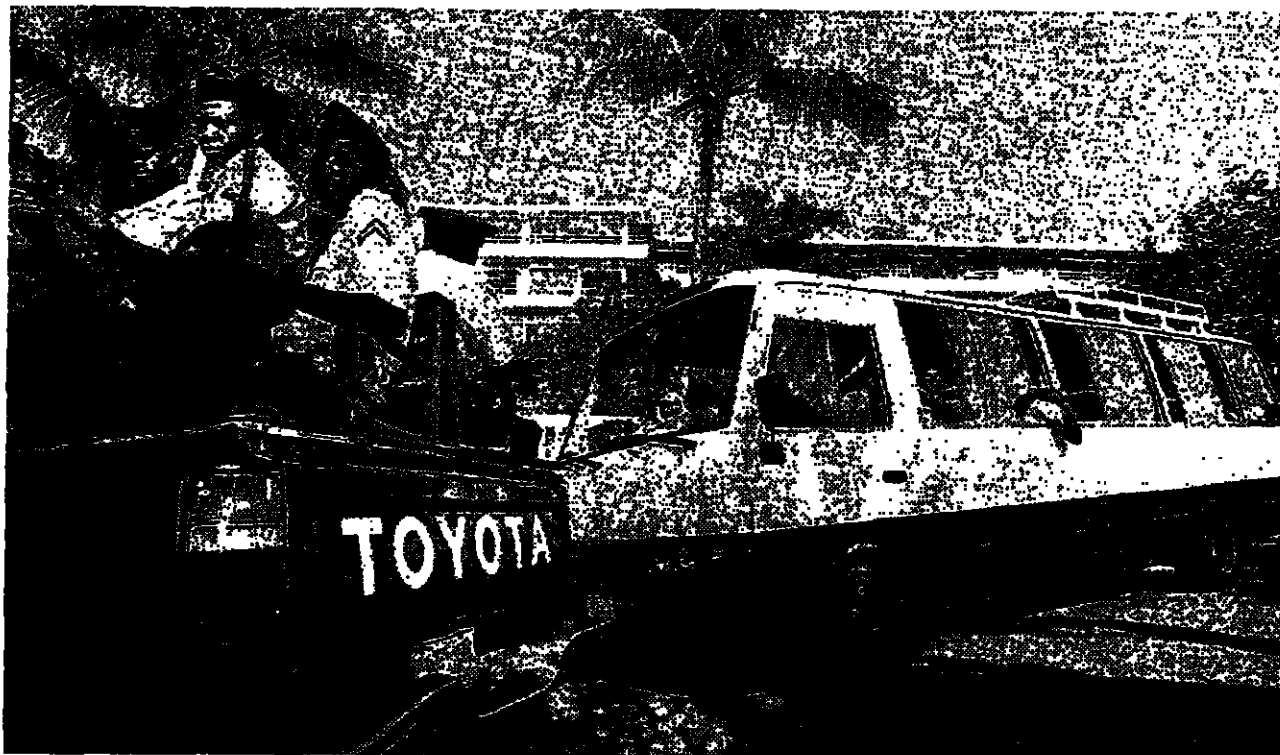
Haitian police had earlier escorted a minibus with 21 human rights mission members to the Port-au-Prince airport after an expulsion order from the ruling Haitian military government.

The mission, charged with monitoring human rights in the country, was expelled for performing "subversive activity."

Meanwhile, senior administration and Pentagon officials said yesterday that US forces had rehearsed an emergency evacuation of civilians on the island of Great Inagua, in the Bahamas, on Wednesday. The operation was similar to the operation that would be used to rescue US or other citizens from Haiti, they said.

The 400 US Marines who carried out the exercise, are part of a force now numbering 2,800, which is positioned off Haiti's coast.

Their mission is to evacuate the 5,000 US nationals in Haiti should their lives be in danger, but so far the Caribbean nation's military regime has made no threats against these civilians.



Haitian police escort a minibus with 21 members of a human rights mission to Port-au-Prince airport yesterday

# US retail sales increase by 0.6% in June

US retail sales increased 0.6 per cent between May and June after falling for two consecutive months, the Commerce Department said yesterday. The report followed other recent signs of renewed economic vigour including a 379,000 increase in non-farm payroll employment in June - far above Wall Street projections, writes Michael Prowse.

The recovery in retail sales mainly

reflected higher sales of motor vehicles which rose 1.5 per cent from May. Other strong sectors included building materials, up 2.7 per cent, and department stores, up 1.8 per cent. Overall, retail sales are running 6.6 per cent higher than in June last year, before allowing for inflation of about 2.5 per cent.

Officials released revised figures for May showing a decline of 0.4 per cent

rather than 0.2 per cent as initially reported. Analysts expect real consumer spending to grow at an annual rate of little more than 1 per cent in the second quarter, down from 5.2 per cent in the first three months. But strong growth in capital spending, a rebound in construction and a rebuilding in corporate inventories are expected to compensate for weaker consumer spending.

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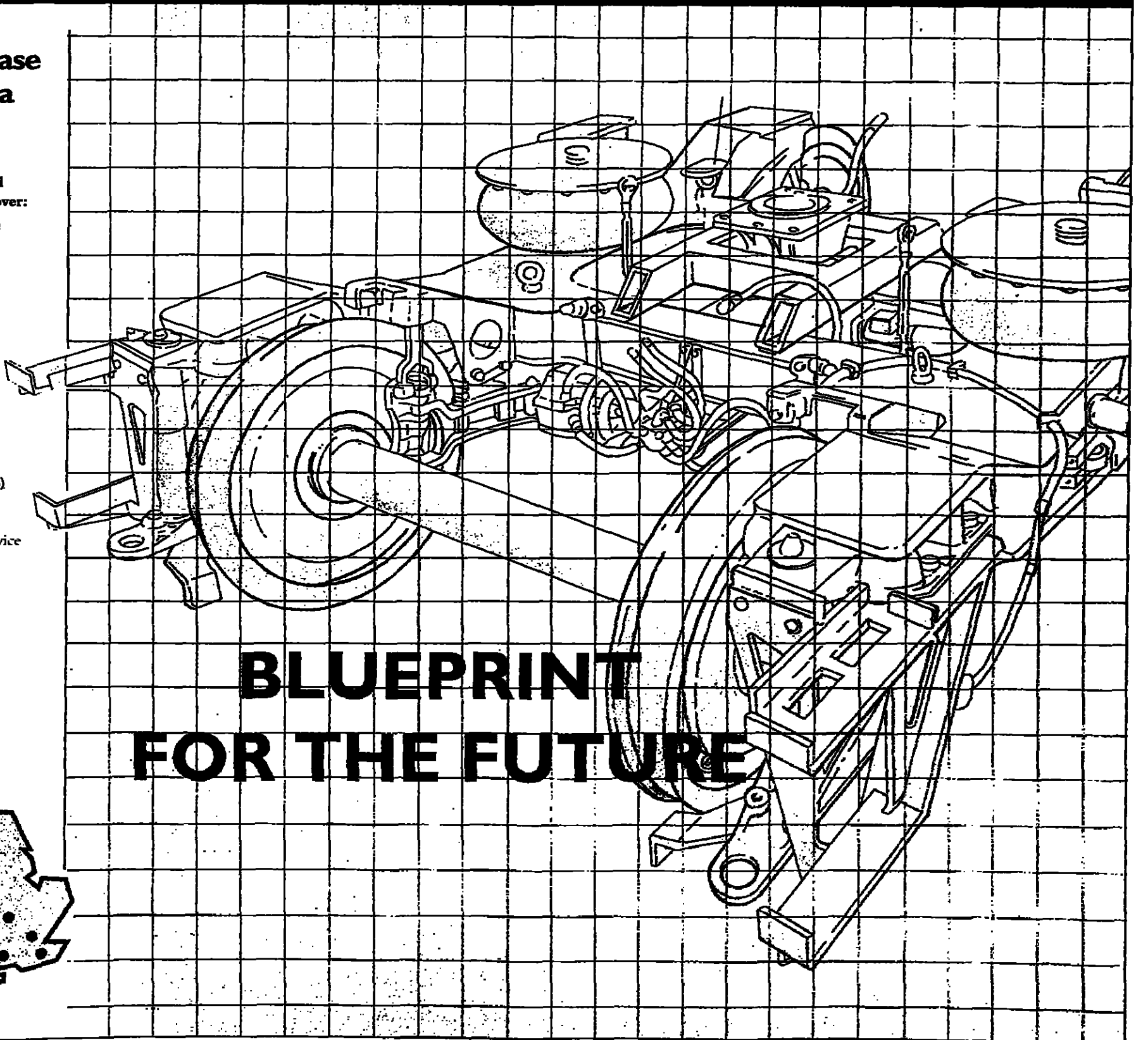
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## NEWS: INTERNATIONAL

# Britain in push for better relations with Beijing

By Simon Holberton in Hong Kong and Our Beijing Correspondent

Mr Alastair Goodlad, a UK Foreign Office minister, arrived in Beijing yesterday for the start of a six-day visit marking the start of a concerted effort by Britain to improve its relations with China.

During his stay, to take in Shanghai and Guangzhou, Mr Goodlad will meet Mr Qian Qichen, China's foreign minister, and senior govern-

ment officials responsible for China's relations with western Europe and Hong Kong.

He said on arrival in Beijing that Sino-British relations were good and "will be getting better". He is the most senior British politician to visit Peking since Mr Douglas Hurd, foreign secretary, went there a year ago.

Mr Goodlad is expected to tell his Chinese hosts the UK wants links put on a more normal footing. The

two countries are permanent members of the UN Security Council and share common interests in free trade.

UK officials say the visit is not a negotiating session; they describe it as a chance to exchange views on a range of topics, which may include the safety of the Korean Peninsula after North Korean President Kim Il-sung's death.

Pressure is growing on Foreign Office ministers to recognise that,

while the UK has a responsibility for Hong Kong, its bilateral relations with China will command centre-stage after the 1997 handover of the colony.

The UK government is under pressure from a resolute business community which believes British business is losing out in China because of the government's stance on democracy in Hong Kong. A high-level business mission plans to visit China this autumn to improve commercial ties.

There has been evidence that China's hostility to Hong Kong's political development has cooled to the extent where Beijing will let large-scale infrastructure projects progress.

But Britain's decision to press on with Governor Chris Patten's plans for greater democracy continues to anger Chinese leaders.

Last week Mr Jiang Zemin, state president, said that while China would work for a smooth transfer of

power in Hong Kong, Britain could not be trusted.

Advisers to China in Hong Kong have warned that while Beijing may be prepared to work with Britain on Hong Kong's transfer, relations would remain cool for many years to come.

A Foreign Office official said Mr Goodlad's trip would be a start to "getting the relationship back on track". The minister will spend next Wednesday in Hong Kong.

## Sweeping changes urged on UN

By Michael Littlejohn, UN Correspondent, in New York

A privately funded study of the United Nations and its agencies proposes sweeping reforms to meet global problems that "can no longer be neglected without catastrophic consequences".

The authors - former international civil servants with considerable experience in the workings of the organisation - are Sir Brian Urquhart, a British war hero who was the UN's first employee in 1945, and Mr Erskine Childers, grandson of a former Irish president and an authority on third world development problems.

In their report, financed jointly by the Ford Foundation and the Dag Hammarskjöld Foundation of Sweden, they state that as the UN nears its 50th anniversary next year there is mounting concern about its ability to remain an effective mechanism for peace and security in an increasingly complex world.

The authors recommend radical reforms in the International Monetary Fund, created by the Bretton Woods conference held 50 years ago this month. Third world nations have long criticised the Fund and the World Bank and the report notes that, despite or because of these institutions, 20 per cent of the global population still holds 80 per cent of world wealth.

Sir Brian and Mr Childers call for a UN monetary, financial and trade conference to develop an equitable, low-interest capital lending facility, and an equitable governed monetary fund working with a similarly governed universal trade organisation.

They also see a need for a single UN development authority consolidating all present UN development funds, and a consolidation of now-scattered UN relief operations.

Another proposal is for the establishment of a UN humanitarian security police force. Critics have accused the world body of allowing politics to influence too many decisions relating to human rights and humanitarian affairs.

The report calls for an inter-governmental consultative board for the UN system as a whole, an executive committee comprising the secretary-general and heads of specialised agencies, and a new documentation office responsible for creative management of economic and social reports.

The financially strapped world body could operate more efficiently from a single headquarters, the report advises. This need not be in New York or Geneva, although Sir Brian told correspondents at a briefing that he believed keeping New York as the centre would maintain the interest and support of the US.

Germany is prepared to offer inducements to the UN to move many or all operations to Bonn after the German capital transfers to Berlin, but so far this has not been seriously considered by member states.

Mr Boutros Boutros Ghali, secretary-general, had yet to study the report, his spokesman said. The document is not the first such contribution by the authors to debate about the shape and future of the UN. While their expertise is widely respected, far-reaching proposals are likely to encounter opposition in a body fundamentally averse to change.

*Renewing the United Nations System. Erskine Childers with Brian Urquhart. Dag Hammarskjöld Foundation, One Skidgate Lane, 9-103 Upper East Side, New York, NY 10017, US.*

# China slows economy but keeps eye out for unrest

Beijing is walking a tightrope in trying to balance growth with fears of social dislocation, writes Tony Walker

Mr Deng Xiaoping, China's senior leader, was quoted in a pro-Beijing Hong Kong magazine recently urging continued rapid growth in the Chinese economy.

But the "designer" of China's economic reforms will be disappointed if he expected that the breakneck speed of 13 per cent growth in gross domestic product of the past two years would be maintained.

At mid-year all the indications are that China's economy is slowing in response to tight money and credit restrictions. Economists are now forecasting growth of about 10 to 11 per cent this year and further slowing to between 7 and 9 per cent in 1995.

The key question, however, is whether the slowdown will prove too abrupt and risk a "hard landing" for the economy with associated dangers of unrest among a fractious population, especially in urban centres where unemployment and under-employment are rising.

Chinese officials fear urban unrest almost as much as the continued spiralling inflation

of earlier this year when cost of living increases in the 35 major urban centres exceeded 25 per cent compared with the same period last year.

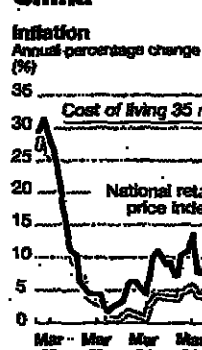
Western economists in Beijing say the government is "walking a tightrope" in its continuing efforts to balance the political need for high growth with fears of social dislocation caused by rising prices.

In the past month or so efforts to sustain relatively high economic growth appear to have taken precedence over the inflation fight. Credit restrictions have been loosened somewhat to provide working capital for faltering state enterprises which have suffered in the squeeze.

Latest statistics reveal the impact on the state sector of the credit restrictions. Losses to April by medium and large state firms were up by 63 per cent compared with the first four months last year. The proportion of loss-making enterprises had increased to about 47 per cent compared with 30 per cent in the first quarter of 1993.

By contrast, output of town-

### China



ship and village enterprises - mostly small co-operative ventures - was up by 48 per cent in the four months to April compared with last year.

Industrial output of foreign joint ventures rose by 68 per cent in the same period. The authorities have also begun to give much greater emphasis to assisting the agricultural sector in response to signs of growing unhappiness in rural areas with growth in peasant incomes lagging well behind urban employees.

"The concern of the govern-

ment has clearly shifted from macro-stability to agriculture and emerging urban unemployment problems," said Mr Peter Bottelier, the World Bank's chief representative in Beijing.

"Sectoral problems rather than macro-problems are now dominating the scene."

The annual increase in the national retail price index peaked at 20.8 per cent in February after rising sharply from 8.4 per cent at the beginning of 1993. Cost of living increases of 25.9 per cent also reached their highest level in February

before beginning to fall back.

Economists forecast that retail inflation would come down to about 16.5 per cent in the June quarter and cost of living rises would be in the order of 18-20 per cent for the half year compared with last year.

Producer prices have also been falling - by some 50 per cent since mid-1993. This augurs well for a further reduction in consumer prices through the rest of the year.

But Western economists also note that the re-introduction of price controls earlier in the year on some 20 basic items, including services, was a significant factor in slowing growth in prices.

Among slightly ominous recent developments as far as the continued liberalisation of China's economy is concerned have been signs that the leadership has begun re-emphasising central planning, including the re-introduction of grain production targets.

But at this stage in what has proved a difficult process of seeking to stabilise a runaway economy - 1993 economic growth reached an unsustain-

able 13.4 per cent - Chinese leaders would seem to have reason to be quietly satisfied with developments.

Among other positive indications is the slowdown in industrial production to a more manageable 18 per cent in the first quarter compared with a peak of 27 per cent in the second quarter last year. Investment demand is also weakening.

Growth of investment by state enterprises fell to about 38 per cent in the first four months of 1994 compared with peak rates of more than 70 per cent last year. In line with the government's attempt to re-direct funds towards infrastructure, investment in transportation and energy has continued to grow while that in machinery, light industry and real estate has been curbed.

The government might also be well satisfied with fiscal developments. While information is sketchy about the success of new tax reforms, including the introduction of a value-added tax, tax receipts have exceeded targets, according to the finance ministry.

The sale by the end of June

of some Yn100bn (£7.6bn) of two and three-year treasury bonds surpassed expectations and is being hailed as an important success in the battle to drain liquidity from an overheating economy.

National savings rates have also been rising again after wavering last year amid near panic about rising prices which pushed people into buying gold and household durables. Urban and rural savings were forecast to reach Yn1,770bn in the June quarter, a 38 per cent increase over the same period last year.

But for all the positive signs, economists say that Chinese economic managers are not out of the woods. Not least of their problems is the debt-crisis among state enterprises caused by firms being unable to pay each other for supplies of raw materials or finished products.

This in turn is complicating efforts to push ahead with state enterprise reform and at the same time improve the balance sheets of the specialised banks.

As one western official said: "The leadership continues to be involved in a very difficult balancing act."

## Nigerian court blocks bail for Abiola

By Paul Adams in Lagos

Mr Moshhood Abiola, the winner of an annulled Nigerian presidential election last year, was refused bail yesterday on a technicality and faces trial for treason on July 28, as oil workers rejected claims by the military government that the strike which is bringing Lagos, the commercial capital, to a standstill was easing.

The judge in a recently created High Court in the capital Abuja ruled out Mr Abiola's bail request, which was made orally, as he said it should have been in writing. Mr Abiola was arrested last month for declaring himself president one year after his election victory was overturned.

The millionaire Mr Abiola, who looked sickly and frequently coughed in court, complained about the poor cells in which he was being kept.

Oil workers on strike in southern Nigeria are protesting against the actions of the military government, and are also critical of the state's lack of investment in the oil industry. The main producers of Nigeria's output of up to 2m barrels a day of crude oil say they are maintaining output but that, without key staff, they are "limping along".

The government claimed yesterday that the key Warri branch of Pengassan, the senior staff union, was ending its strike, although this was denied by Pengassan's head office in Lagos. The strike has stopped the Warri terminal producing natural gas for Nigeria's four thermal power stations in southern Nigeria.

The plants have all stopped working and there is no mains electricity in the south-west. Supplies of diesel in the region are also running out as offices, factories and homes rely on back-up generators.

Filling stations are nearly all dry and fuel is selling with a mark up of 1,000 per cent on the black market. In northern and eastern Nigeria supplies of fuel are normal but, although reaching Lagos harbour, the strike prevents supplies being distributed into the city.

A split appears to have emerged between northern and southern members of Pengassan. The Kaduna refinery in the north is not on strike but is not receiving crude oil from Warri. At the country's main refinery in Port Harcourt, workers of northern origin are considering staying at work while those from the south propose to strike.

Two northern branches of the Nigeria Labour Congress ruled out a political strike ahead of next Tuesday's vote by the executive of the congress on a general strike in support of the oil workers.

## Pressure on Bolger as MP resigns

By Terry Hall in Wellington

New Zealand faces a month of political uncertainty after the surprise resignation from parliament of Ms Ruth Richardson, former finance minister. The National government would lose its slender majority if it lost Ms Richardson's marginal seat in the resultant by-election.

Mr Jim Bolger, prime minister, said on television last night he had been tempted to call a general election to ensure a stable government. "However, I was elected to lead for a full three-year term," he added.

The leader of the two-seat opposition Alliance party said he would vote to ensure the National party continued in government if it lost the Selwyn seat, "provided it does nothing controversial".

The government is riding high in the opinion polls after recent economic successes, and Mr Bolger acknowledged he was under pressure from his party to hold a snap election. This would be held under the Westminster first-past-the-post system; a referendum last year voted in favour of a switch to the West German system of proportional representation, but the necessary legislative procedures are not yet in place.

Ms Richardson is one of the most powerful and outspoken right-wing MPs and from 1991 was widely credited with being the principal architect of a series of sweeping government economic reforms.

Her strong views made her politically unpopular, however, and she was sacked after the last general election when the National party won 50 seats against the 49 held by opposition parties.

She said yesterday that one of her chief accomplishments came this month when as a backbencher she steered through parliament a Fiscal Responsibility Bill which forces future governments to disclose budgetary information on a quarterly basis.

Ms Richardson said she was resigning to follow family and business interests, and did not want to be carried out of parliament "in a box". She said the resignation had nothing to do with being sacked as finance minister, and she would not be joining another political party.

Financial markets reacted sharply to the news, with the New Zealand dollar losing nearly a cent against the US currency, and interest rates rising strongly.



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### NEWS IN BRIEF

## Portugal hits at E Timor attack

Portugal protested yesterday at an attack by Indonesian soldiers on a student demonstration in the troubled island of East Timor and called for a strong international response, Reuter reports from Lisbon.

"Portugal wants a strong international reaction to the events in the territory," the Portuguese news agency Lusa quoted Mr Jose Manuel Durao Barroso, foreign minister, as saying. Lisbon felt obliged "vehemently to protest at the intolerable situation in East Timor," he declared.

Up to 20 people were injured yesterday in clashes between student protesters and the Indonesian security forces, the worst recorded confrontation in East Timor since Indonesian troops opened fire on mourners for a pro-independence activist in November 1991, killing up to 200 people.

An Indonesian military official in the East Timor capital Dili said two students had been injured and 10 arrested as the security forces stopped several hundred protesters marching from the university campus to the regional parliament. But residents said about 20 people had been injured; some reports said three people had been killed.

## Ex-premier to be sentenced

Mr Brian Burke, 47, former premier of Western Australia, was found guilty yesterday of four charges of false pretences, and is due to be sentenced today, Reuter reports from Perth.

Mr Burke, who served as Australian ambassador to Ireland between 1988 and 1991, was released on bail of A\$25,000 (£11,904). He had pleaded not guilty to obtaining more than A\$17,000 on four separate occasions from a parliamentary account which provides money for politicians to make approved trips out of state. Each charge carries a maximum penalty of three years' jail.

## Murdoch journalists strike

Journalists at Mr Rupert Murdoch's Australian newspapers began a nationwide strike yesterday over a dispute involving the introduction of new technology and a wage claim, Reuter reports from Sydney.

A total of 1,300 journalists walked off the job until tomorrow, said Mr Chris Warren of the Media, Entertainment and Arts Alliance union. But Mr Warren Beeby, editorial manager of Mr Murdoch's News group, said all the company's newspapers would be produced as usual.

## Hutu moderate leader flies in

Mr Faustin Twagiramungu, a Hutu moderate named by the Tutsi-dominated Rwanda Patriotic Front to head a national unity government, arrived in the capital Kigali on a UN aircraft from Uganda, saying his first priority was to reassure Rwandans fleeing a rebel advance, Reuter reports from Kigali.

# Elderly give Singapore's leaders grey hairs

'Sue Your Son' bill passing through republic's parliament aims to make adults responsible for needy parents, writes Kieran Cooke

Like many countries, Singapore will in future have fewer people of working age supporting an expanding pool of elderly.

"I worry that in 30 years' time our economy may lose some of its drive, vigour and competitiveness," says Mr Goh Chok Tong, Singapore's prime minister.

According to government projections, about 30 per cent of Singapore's population will be over 60 in the year 2030, compared with today's figure of 9 per cent.

Radical solutions are being proposed. The Maintenance of Parents Bill, now going through parliament, would compel adult offspring to give financial support to needy parents.

Under the terms of the privately sponsored but government supported bill, children who failed to comply would be liable to fines and jail.

The "Sue Your Son" bill tackles a number of government obsessions. Singapore is one of the most eco-

nomic successful countries in Asia; a country of fewer than 3m people, it has foreign exchange reserves of more than US\$40bn (£26.3bn). Average annual per capita income, at more than \$25,000 (£10,600), is exceeded in Asia only by Japan. The economy grew by 9.9 per cent last year.

Yet economic success has not brought any comprehensive welfare system. Welfare, according to the government, is part of the "democratic distemper" which has caused western economies to become sluggish and lose their competitive edge.

Instead, a central provident fund (CPF), a compulsory savings scheme to which both workers and employers contribute, is supposed to cover the needs of old age. CPF savings can be withdrawn only when workers reach 55, although they can be

used to raise mortgages and recently the government has allowed a portion of CPF funds to be used for share purchases.

It would be a disaster, says Mr Goh, if companies and young workers had to be taxed heavily to support a large number of elderly Singaporeans. "I worry that what is happening to the developed countries can also happen to Singapore," he says. "If we lose our competitiveness... our growth will falter and Singaporeans will become unemployed."

Singapore watchers see other reasons behind the government's support for the parents bill. According to the emphasis on filial piety, obedience and discipline - is the core of an Asian value system, responsible for political and social

stability as well as encouraging traits that lead to economic success. In this ideal, Confucianist world, the family also acts as a bulwark against what are seen as corrosive western influences.

In the early 1980s Mr Lee Kuan Yew, then prime minister, visited a new housing development. He was dismayed to find it had two homes for the elderly.

"It is not something to be proud of," said Mr Lee. "It must not be encouraged... It is unsound for a government to take over family responsibilities for we shall damage the basic unit of society, the family, the building blocks of our society."

Recently Mr Lee, now senior minister in Mr Goh's government, suggested that parents aged between 35 and 60 be given a double vote. According to Mr Lee this would give

those who contribute most to society a greater say. Once past 60 Singaporeans would revert to a single vote - otherwise, said Mr Lee, the elderly could have a disproportionate influence and pressure the government for more welfare.

Critics say the government, by supporting the parents bill and constantly emphasising the family unit, is ignoring social trends.

As in many western countries, divorce rates in Singapore are rising - almost doubling in the last 10 years. Birth rates, particularly among Singapore's more affluent and educated, are falling. This has long-term economic implications.

Already Singapore has chronic labour shortages and imports about 300,000 workers from neighbouring countries to make up the shortfall. Up until the mid-1980s the govern-

ment promoted birth control with a "two is enough" slogan. Now it exhorts couples to have "three or more".

However, procreation must take place within the family unit. The government frowns on those merely living together. Unmarried couples cannot combine their CPF funds to buy public housing and also face restrictions in the private sector. With property prices rising rapidly, such rules are hurting.

Many say the government's policies avoid not only social realities but economic circumstances. They point out that even in affluent Singapore there are many who need state help and welfare. Some families will not necessarily be able to support ageing parents.

In future years Singapore's elderly population is likely to cause a few grey hairs among the island republic's leadership.

An article on a proposed state pension scheme for Hong Kong appeared in the Financial Times yesterday.



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## NEWS: UK

## Channel 5 decision postponed

By Raymond Snoddy

A decision on re-advertising the licence to run Britain's new Channel 5 was yesterday postponed until September by the Independent Television Commission amid concern that the government may have damaged the venture's financial viability.

The delay came as the National Heritage Department unveiled compromise proposals allowing Channel 5 to go ahead - but to a reduced audience - using existing analogue technology.

The proposals keep open the possibility of up to 12 new digital channels being launched sometime in the future. Digital technology allows television viewers to receive programmes on much wider screens.

All the proposals are for channels using over-the-air transmissions, rather than satellite or cable.

Following the government's announcement, the ITC said it was concerned that one of the two frequencies originally approved for Channel 5 would no longer be available.

This would reduce coverage from the original 74 per cent of the population to about 50 per cent.

The ITC turned down the only bid for the Channel 5 licence 18 months ago.

The commission said yesterday it would consider, with a view to deciding in September, whether the latest plans "do form the basis on which the ITC can proceed to re-advertise the licence and, if so, when and on what terms."

Channel 5 Broadcasting, a consortium which brings together MAI, the television and financial services group, Time Warner, the US media giant, and Pearson, the media group that owns the Financial Times, welcomed the government announcement. Pearson and Time Warner were involved in the original failed bid for the Channel 5 licence.

Mr Ruud Hendriks, managing director of NBC Super Channel, the satellite channel controlled by NBC, the US network company, said the company planned to bid if the licence was advertised.

## EU court in key ruling on pregnancy

By David Goodhart and John Mason

British women who are sacked as a result of becoming pregnant will now be able to claim a breach of the Sex Discrimination Act 1975, and thus much higher compensation awards, following a ruling in the European Court of Justice.

The decision was played down by government ministers but welcomed as an important breakthrough by the Trades Union Congress and the Equal Opportunities Commission.

It could result in more £100,000-plus awards similar to those made recently to women soldiers sacked by the Ministry of Defence.

However Mr Ira Chelphin of the Institute of Directors warned that the ruling would make women of child-bearing age less attractive to employers. "The law is increasingly saying to employers 'beware of these people'", he said.

Other employers' organisations were more cautious but some said privately that they believed the ruling would lead to fewer women of child-bearing age being taken on.

The case was taken to the European Court by Mrs Carole Webb, 25, of West Drayton, London, who was dismissed from her clerical job at EMO Air Cargo Ltd in June 1987.

## MPs attack European trawler proposals

New conservation measures proposed by the European Commission which would limit the number of days trawlers are permitted to operate were attacked by Conservative backbenchers and opposition MPs in the Commons last night, Ivor Owen writes.

Mr Michael Jack, fisheries minister, said government officials would meet representatives of the fishing industry next Thursday. He indicated

that the proposals were unlikely to be discussed by European Union fisheries ministers until November.

Mr Jack said £8.5m would be available in the current financial year for the next stage of the decommissioning scheme which had so far resulted in 135 vessels being removed from the British fleet. He said fishermen would still need to exercise restraint to promote stock conservation.

The House of Lords ruled that there was nothing special about pregnancy that should cause a woman to be treated differently from a man or woman unavailable for work on medical grounds. However, it asked the European Court for a preliminary judgment on the issue.

The European Court disagreed with the Lords, finding that pregnancy cannot be compared with male illness and that Mrs Webb's dismissal therefore amounted to sex discrimination.

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Bleak prospects: council flats in Liverpool reflect what many see as a widening gap between rich and poor. The government disputes that absolute poverty is spreading

## New row over extent of poverty

Controversy over the extent of poverty in the UK was renewed by government figures showing that real incomes of the bottom 10 per cent of the population have fallen by 17 per cent since 1979, writes Alan Pike.

This maintains a continuing pattern of decline in the after-housing costs income of the bottom group. It fell by 14 per cent between 1979 and 1990-91, and was 17 per cent lower by 1991-92.

On an alternative basis of measurement before housing costs are taken into account, the real income of the bottom 10 per cent is unchanged since 1979. Publication of the figures in the Households Below Average Incomes analysis, drew starkly different responses.

The government argues that the figures reflect an increase in unemployment during the recession rather than a growth in absolute poverty. The figures, say anti-poverty campaigners, show the UK is developing into a US-style society with a widening gap between its richest and poorest.

## London set for new move on Ulster

Philip Stephens says the British government is also to press for a constitutional concession by Dublin

The British government is willing to consider amendments to the 1920 Government of Ireland Act as part of the effort to secure a new political settlement in Northern Ireland.

But Mr John Major, the British prime minister, will today tell his Irish counterpart Mr Albert Reynolds that an explicit pledge by Dublin to modify the Republic's constitutional claim to the province is vital to any hope of an agreement.

British officials insist that it will be impossible to restart talks between the constitutional parties without a commitment by the Republic to incorporate into article two of its constitution the principle of majority consent in Ulster to any change in the status of the province.

Moderate unionist leaders have made it clear that they will not participate in a resumption of the "three-strand" search for a political settlement without such a pledge from Dublin.

But Mr Reynolds has been reluctant to give any firm commitment in advance of the conclusion of an overall accord between unionists and nationalists. As a result, talks between London and Dublin on a framework document to restart the talks process

have become deadlocked. Mr Major and Mr Reynolds will seek to break that deadlock at their meeting today on the margins of the European Summit in Brussels.

Despite recent gloom in both capitals about the prospect of a breakthrough before the Anglo-Irish summit pencilled in for late next week, officials in London have not ruled out the possibility the two prime ministers will find a compromise. If they do not, the expectation is the summit will be postponed until September.

British officials say that Mr Reynolds' recent public calls for changes in the Ireland Act have not yet been matched by specific suggestions for amendments.

There is also some puzzlement as to why Dublin regards that legislation - which predates the division of Ireland - as such an important symbol of Irish partition. The 1973 Northern Ireland Act is a much clearer assertion of Westminster's sovereignty over the province.

But as long as the principle of consent is not undermined, the view in London is that the

government is ready to consider changes to the 1920 legislation as part of a package to restart the process.

Sir Patrick Mayhew, the Northern Ireland Secretary, told the House of Commons yesterday that he saw no particular need for changes but was ready to consider any proposals.

It is understood that the liaison group drawing up the proposed framework document has still to settle the proposed form of the new cross-border groups demanded by nationalist politicians in the province as a quid pro quo for the creation of a new Ulster assembly. There are some differences remaining also over the degree to which the two governments should seek to prescribe the form of devolved administration.

But the London government appears confident they could quickly be resolved if Mr Major and Mr Reynolds break the deadlock over the constitutional claim.

By contrast there appears little optimism in London about the prospects for an early end to violence in the province.

The government still believes that the faction represented by Mr Gerry Adams, the Sinn Féin president, is looking for an escape route from the violence to allow it to join the talks process. But the apparent determination of hard-line sections of the IRA to continue the killing has all but extinguished hopes of a quick "clean" break with the last 25 years.

An influential committee of MPs is putting pressure on the Office of Fair Trading to launch a formal investigation into the price of bread in Northern Ireland.

The recently established cross-party Northern Ireland committee yesterday wrote to the OFT to express its concern about the differential in bread prices between the province and the rest of the UK.

The letter followed an appearance before the committee by the General Consumer Council for Northern Ireland.

According to the GCC, a large loaf costs on average up to 40 per cent more in Northern Ireland than in mainland Britain, with an identical loaf costing up to 37p more.

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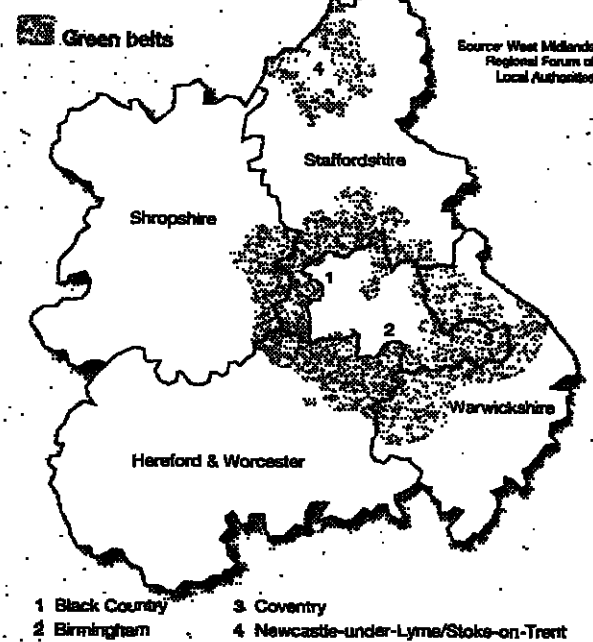


## PROPERTY

# Green Belt in danger of buckling

Paul Cheeseright on pressures on the use of land in the UK's West Midlands region

West Midlands: the green light



Planners in the West Midlands are waiting for Mr John Gummer, the UK environment secretary, to deliver his regional planning guidance, the document which will lay down the broad patterns of land use for the next 20 years.

The West Midlands Forum of Local Authorities has given Mr Gummer its advice, it is anxious to regenerate the cities. The authorities have been expecting his response since April. He is probably still pondering the provision which ought to be made for new housing. But his guidance, when it comes, has broader implications than that.

Mr Gummer has made clear his opposition to more out-of-town shopping centres. Beyond that, the guidance should make clear the government's view on how to balance the claims for economic development inside and outside urban areas. The guidance should set out how to cope with the trend towards decentralisation which has seen companies moving operations from larger centres to smaller ones.

In that context, a crucial element is the treatment of the Green Belt, the area around the towns and cities where, if there is property development, there has to be a very good reason for it.

Planners and property companies share, in general terms, the view that cities need a Green Belt around them.

"A key factor in achieving a pattern of sustainable development will be to maintain the region's two Green Belts. They are major regional assets that provide environmental benefits as well as aiding regeneration of the areas they surround," the West Midlands Forum advised Mr Gummer.

"Like most sensible people we understand the general requirement - to prevent the coalescing of big urban areas," said Mr Anthony Glossop, chief executive of St Modwen Properties, referring to how Walsall on the north-east side of the Birmingham-Black Country conurbation might sprawl to meet Cannock to the north.

The Green Belt has been around since 1947. It has a valid role. It needs to be applied sympathetically and reviewed from time to time - which it is," said Mr Nick Mason-Jones, managing director of Bryant Properties.

It is these questions of application and review which stir the fiercest argument, pitting the

planners and environmentalists, against the market.

"We're saying that the emphasis throughout the West Midlands should be about urban regeneration," said Mr John Finney, one of the planners at West Midlands Forum. That means that the Green Belt should be protected, that development should be drawn back into the cities rather than allowed outside them.

But that is easier said than done. The West Midlands planners would like to draw development in to the north and west of the region, to the Black Country and Staffordshire, where the local economies are weakest. However, the commercial pressures for space are more evident on the south and east of the Birmingham-Black Country conurbation.

"There is a danger of over-

heating in the south and south-east, where there is the greatest pressure on areas of attractive landscape," said Mr Finney. Ideally, planners want more activity to strengthen the north and west, while relieving the south and east.

This, paradoxically, might put more pressure on the Green Belt. "There is little, if any, land on the periphery of the conurbation that is not designated Green Belt. Over the past decade this has resulted in growth pressures jumping into the surrounding shire counties," says Mr Joe Valente of DTZ Debenham Thorpe, chartered surveyors.

The shire counties are now resisting growth. The effect will be to direct more growth into the metropolitan districts, "some of which will have to be located within existing Green

Belt areas," said Mr Valente.

It is the perception of the demand for space and the pervasiveness of the existing Green Belt which underlies the industry's demands for relaxing the Green Belt. The level of demand is difficult to quantify but, at Arlington Securities' Birmingham Business Park, south of the city and on land extracted from the Green Belt, space was being taken in the depths of recession as decentralisation continued.

Mr Jim Johnston, Arlington's regional director, noted that companies such as Hewlett Packard, Honeywell, Norwich Union and Fujitsu Fulcrum, had moved or were moving from the inner city. Business park rents are lower than those of the central city, but the gap is narrowing.

Inevitably, companies are governed by their own interest rather than that of the planners when they take space. To forbid development in one place is not to secure it for another. "If it's not allowed to take place in Worcester, will it take place in Dudley?" asked Mr Valente.

The West Midlands Forum is trying to have the best of both worlds. To satisfy business demands to get out of town, it has adopted a policy of premium industrial sites, to make good the deficiency of larger, high-quality sites in the conurbations, recognising that some of these sites may have to be in the Green Belt.

The premium sites policy provides a safety valve, it gives away a little of the Green Belt, but keeps the mass. However, the West Midlands Forum observed that "the property industry tends to equate premium industrial sites with the standard B1 Business Park, that is primarily out-of-town office development in campus form."

That is unacceptable to the planners who argue that "only those activities which could not be located within existing urban areas will be permitted. However, development must be complementary to, rather than competitive with, urban regeneration."

There is plenty of potential dispute within that definition, establishing what Mr Glossop called "the difference between principle and practice". The more flexibility on Green Belt boundaries, the less the trouble with the industry and the more the trouble with environmentalists. Perhaps Mr Gummer will clarify how much room an elbow needs.

## BET: Payne promoted, Mackenzie leaves

John Clark, chief executive of BET, yesterday promoted his long-time protégé Keith Payne to a new post as director of finance, planning and development at the business services group.

Clark says the 51-year-old, who joined the main board last year as director of strategic planning, is the ideal candidate to oversee the progressive expansion of the company's activities, particularly distribution services in North America and Europe.

The two worked together previously at Core-mark International, a US marketing and distribution company, where Clark was chairman and Payne senior vice-president of

operations. Before that, they were colleagues at Slinger International, where Clark was president and Payne chief financial officer.

When Clark joined BET in 1991, he invited Payne to join him; together they were credited with reducing group activities to four core areas: business services, textiles, plant services and distribution.

Payne will combine the roles of finance director and planning co-ordinator - posts which were split when BET embarked on its three-year divestment programme.

"We've finished that programme, and now we're moving into a growth phase. I want to put the jobs back together,"

Clark said yesterday.

He also paid tribute to Bob Mackenzie, the current finance director, who is "leaving the group to pursue other business opportunities". Mackenzie, 41, a former chief executive of the International Leisure Group and financial controller at Hanson, played a central role in reducing BET's £800m debt mountain.

"This is an amicable agreement following the completion of the three-year turnaround phase of BET's recovery programme," said Clark.

Industry analysts, however, questioned the wisdom of yesterday's reshuffle and suggested BET might be better served if the finance and planning departments remained separate. "Mackenzie made a very considerable contribution to BET's revival," said one analyst. "His departure is a loss to the group."

## Insurance moves



John Trott (above), director of Standard Life Assurance Company in Edinburgh, has been appointed deputy chairman of STANDARD LIFE in succession to Sir Lawrence Airey.

Martyn Hooper has been appointed a director of Kinmonth Lambert, part of LOWNDEN LAMBERT. Richard Bennett has been appointed md of Lowndes Lambert Professional Indemnity Division.

Andrew Calder and Toby Humphreys have been appointed directors of BOWRING Financial & Professional Insurance Brokers, and Richard Ratcliffe a director of Bowring Worldwide Services. Garriek Hitchen, Jonathan Steed, Dennis Wheatley and Bruce Wheeler have been appointed directors of Bowring Aviation.

John Newall, md of Sedgwick, France, has been appointed md of BAIN CLARKSON'S Belgian subsidiary Boels and Begault.

Clive Davis has been appointed group chief executive of FIRSTCITY INSURANCE GROUP; he and Tim Watkins have been appointed joint mds and Nick Rowe a director of FirstCity Insurance Brokers.

Paul Davies, chairman of Aon Re, has been appointed a director of RHH Group, part of TOSHIBA (UK).

Peter Vyryan-Robinson (below right), formerly general manager, sales, is promoted to director, ICL Financial Services; he succeeds Nigel Croisdale, who is appointed vice-president trading of ICL's client server division.



## Welcome mat for Jones at ABPI

Trevor Jones, former director of research, development and medical in the UK at Wellcome, has resigned. He is leaving the board to become director general of the Association of the British Pharmaceutical Industry.

The move should add considerable weight to what has been a lacklustre association with a poor reputation for promoting the cause of the British drugs industry. Jones is a scientific heavy-weight and the communications director. "The UK's pharmaceutical industry has much to do. But if we can get it right, this country will remain the best

place to do pharmaceuticals research," Jones says.

His departure from Wellcome represents the end of a debate at the top of the organisation about how best to manage international pharmaceuticals development.

The company has been struggling with two large development organisations: one in the UK where Jones was in charge and one in the US where David Barry was vice-president research and development. Barry has recently become director of medical affairs for the whole company.

"It was clear that we had to

have a single focus. John Robb [chief executive and chairman], looked at the two approaches and decided to go for David's. It was a difficult decision, but I'm not at all bitter. Wellcome has a superb R&D portfolio which I hope David will be able to make grow."

Jones says the main difference between them had been over whether to use clinical groups - in effect a team approach - or whether to give greater importance to a central leader. "There wasn't an argument between us. We both agreed development had to be done internationally," he said.

## Electronic switches

Bruno Magne's appointment as managing director of France Telecom UK is further evidence of the ambitions of the French state telecom company's British ambitions.

In common with several leading continental telecoms operators, France Telecom last year established a UK subsidiary to exploit the now liberalised market for data telecoms and private corporate telephone networks, gearing itself particularly to large companies with substantial European traffic.

France Telecom has more than 100 staff in the UK, and boasts 250 customers in the

corporate telephone network sector alone. Most of its customers are in the City, and last week it opened a network centre in Docklands.

Magne has been with France Telecom for 27 years, latterly as director of technical support and quality improvement for its core network. "My challenge is to ensure we offer effective local and global business solutions to our clients in the UK and look for new opportunities," he says.

Since the UK is Europe's most open telecoms market - and far more open than the French - he ought not to be short of them.

Stuart Tiverton Brown has been appointed md of POLYMERUS RESPONSE INTERNATIONAL.

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## Banana genes to be split

Ice cream bananas may be on their way to Europe and North America. Red, apple and finger bananas, too.

These are names of unusual short-lived varieties of the yellow fruit that last just long enough for the lucky inhabitants of the tropics to eat.

The rest of us have to make do with the Cavendish variety which can survive a long journey by sea and accounts for almost all the \$6bn (£3.9bn) a year European Union and US banana markets.

Imports of exotic banana varieties could rise if research by UK drug company Zeneca and DNA Plant Technology (DNAP) of northern California comes to fruition.

The two companies announced a research collaboration this month to find a way of slowing the rate of ripening in bananas. The work will combine DNAP's genetic engineering expertise with Zeneca's knowledge of banana physiology.

Bananas ripen as a result of the action of the simple chemical ethylene, which acts as a hormone in the fruit. The work will try to identify which gene is responsible for controlling the release of ethylene and turn it off.

Banana aficionados may revel in their new found choice of varieties, but the real benefit is likely to be felt among growers and buyers of the Cavendish variety, according to Chris White, editor of London-based magazine Eurofruit.

"The genetically-engineered banana might be used to raise quality in regions where there are production problems. Yield could improve, too, making cultivation worthwhile in previously uneconomical areas," he says.

DNAP says that slow-ripening Cavendish bananas should also taste better and even be more nutritious.

As with many fruits, bananas are harvested while immature and left to ripen in transit. With adjusted genes, they could be allowed to ripen naturally before being cut down.

Consumers will have to wait until early in the next decade before reaping a new harvest from the shelves of their local shops: Zeneca says that a product is unlikely to reach supermarkets before then.

Daniel Green



A black BMW 325i flashes on to the screen and within seconds the three-year-old car, which has been repaired in four places, is bid up to ¥3.21m (£20,400) from the initial price of ¥3m. After 26 seconds, it is sold to a dealer 700 miles away from Tokyo.

The blinking numbers and beeping noises are not part of a new video game, but of Aucnet, Japan's first satellite-linked, used-car auction network. The control room, situated in the company's head office in central Tokyo, hooks up more than 3,000 used-car dealers around Japan. They buy and sell 3,500 used cars through the system a week, about 5 per cent of Japan's overall used-car auction sales.

The still photograph images of the cars along with full details of repairs and other relevant data are sent to the subscribers' computer terminals via satellite. The bidders use joysticks to register their bids, which are transmitted to the control room's IBM host computer through a telephone line. "It's easier than a video game," says Koji Sasaki, director of Aucnet.

While the conventional used-car auction involves taking the car to a designated area, the system has allowed dealers to trade used cars while sitting in their offices, cutting costs for space, transport and personnel. The potential seller can hedge the risk of losing money on costs if the car is not sold, while also retaining the merit of keeping the vehicle as merchandise on the premises until a buyer appears.

And although conventional auctions have been limited to local areas, giving rise to around 140 local used-car auction exchanges around Japan, the network has managed to create the country's first national auction network, linking dealers all over the country.

The company was founded in 1984 by Masataka Fujisaki, who owned a computer software company and a used-car dealership. After finding auctioning for used cars time- and cost-consuming, he devised a plan to auction used cars through an electronic network.

The initial attempt was made by sending members laser discs with the photographs and information of the cars through parcel delivery and conducting an auction through a telephone-linked computer network. However, the deliveries of the discs would sometimes be delayed; and the discs, vulnerable to rough handling, would often be broken or cracked.

In 1989, with marketing and financial help from Orient, a consumer credit company, Fujisaki hooked up with Japan's first commercial communications satellite, launched that



What am I bid? Some 3,500 used cars a week are sold through the Aucnet system

## Satellite sales

Emiko Terazono continues a series on electronic retailing with a look at Japan's used-car auction network

year. The satellite speeded up the bidding procedure and lowered costs for the company. Last year Aucnet linked 330 used-motorbike dealers around the country and has started motorbike auctions once a week.

However, not everything went smoothly from the start. There was initial opposition from the nation's used-car dealers' association, which feared Aucnet would threaten the existence of the local auction exchanges. It launched an "anti Aucnet committee" and threatened to eject any member who joined the satellite network.

The association was eventually forced to accept Aucnet after many of its dealers joined despite its campaign, and the network's membership has grown sharply from the initial 500 in 1989.

While only dealers can become members, individuals who want to sell their vehicles can participate via the company. Last year 100 cars belonging to individual owners were sold through the system every month.

The key to Aucnet's success, says Sasaki, is the speed at which the information is processed through the system and transmitted to the bidders. But another important element has been the company's rigorous

inspection and evaluation standards of the used cars. Aucnet officials had to convince members that the certified inspectors (who rated the used vehicles) were to be trusted and that members could buy the cars unseen.

Aucnet currently has 120 inspectors nationwide, who rate the cars on a scale from one to 10, and provide a bidding minimum which reflects the car's state.

The company's innovative system has been reflected in its profitability. It initially invested ¥1.5bn in the computer system, and broke even in 1989. The company went public on the over-the-counter market in 1991, and last year, thanks to the popularity in used cars due to the prolonged recession, its pre-tax profit rose 25 per cent to ¥1.4bn on a 15 per cent increase in revenue to ¥4.73bn.

The company derives its revenues from sales of the satellite receivers and computer terminals to leasing companies, which in turn lease the equipment to members. Registration, inspection and photography fees for the used cars and brokerage fees when a deal is completed are also part of Aucnet's income.

Sasaki says there is room in the domestic market for Aucnet to expand. Only 15 per cent of the 20,000 used-car dealers are Aucnet's members, and there are regions where the system has not penetrated.

The company sees the potential in applying its satellite network to other sectors which have inefficient auctioning processes, such as flowers, real estate and meat.

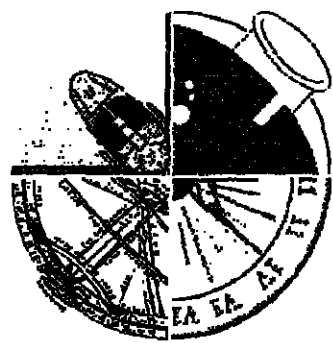
Meanwhile, Aucnet hopes to crack the US used-car sales market, which is said to be five to six times as big as the Japanese market. The company, which obtained a patent for its system in the US in 1989, has set up a US subsidiary in Atlanta, Georgia and wants to start auctions from September.

But it may take a while for Americans to become used to buying second-hand cars unseen. Sasaki says that it may take two to three years for the concept to be accepted. And Aucnet faces competition from other satellite auction operators, such as Independent Car Auctions, a UK car auctioneer. It has recently tied up with Manheim Auctions, a leading US automobile auction company, to set up a satellite system.

Sasaki says he is not worried about the competition due to Aucnet's domestic success. However, he admits that Japanese and US used-car buyers look for different things in a used car and a data and rating system will need to be adapted.

"Japanese are picky about how a car looks, and hate small scratches and dents. US consumers are more conscious of the vehicle's basic functions," he says.

## Worth Watching - Vanessa Houlder



### Apple launches new operating system

Apple, the California-based computer company, is set to release a new operating system for its Macintosh personal computers later this summer.

The new system, known as Macintosh System 7.5, includes more than 50 new features and technologies to make the computer more productive and easier to use. These include an interactive guide to assist users, some features to streamline and speed up basic tasks and a simplified way to exchange information between Macintosh and MS-Dos or Windows systems.

The system includes PowerTalk, which allows users to send electronic mail, share files and forward documents. It also includes the QuickDraw GX technology for high-quality printing and graphics.

Macintosh system 7.5 will run on computers with at least a 68020 processor. On a 68020, 68350 or 68040-based Macintosh computer, the system requires at least four megabytes of Ram to run the core elements and at least eight megabytes of Ram to use PowerTalk and QuickDraw GX. The new release will be compatible with most Macintosh applications software currently available.

Apple Computer UK Ltd: UK, 081 730 2480.

### Virtual reality arrives home

Virtual reality in the home has come a step closer with the launch of the VFX1 headset by Forte Technologies, writes Richard Rosen from the Summer Consumer Electronics Show in Chicago.

The unit incorporates a pair of colour LCD displays, one for each eye, each measuring 0.7 inches. This gives an effective viewing area equivalent to

watching a 35-foot screen from 35 feet. Each screen has an individual lens, which can be focused - a useful feature for people who have taken their glasses off. When in use, it measures the amount of head movement from the wearer in all three planes and calculates where you are looking.

The headset, which weighs less than 2lbs including stereo speakers, uses its own 8-bit PC ISA card for output and works independently of the standard PC display. It will be launched worldwide in October at a price of about \$300.

Contact Fort Technologies: US, 716-437-8395.

### Fresh as a raspberry

The convenience of using frozen soft fruit, such as raspberries, is offset by problems such as the length of defrosting time, the loss of the fruit's shape and handling difficulties.

Distillerie du Perigord, a French company, says it has introduced a new fruit processing method which firms up the fruit, increases its shelf life to a year and heightens its flavour.

The process begins with an analysis of the fruit's sugar content, acid content and permeability. The fruit is then dipped in sugar at low temperature, put into an alcohol solution and flavoured with spices.

Distillerie du Perigord: France, 53 59 31 12.

### Software for re-engineering

New software has been developed to assist in business process re-engineering, a fashionable management technique for improving competitiveness by streamlining productive processes.

Micrograf, a developer of Windows-based graphics applications, has launched ABC Toolkit, which will help a company measure and analyse its internal business processes.

ABC Toolkit will allow companies to map process flows and then track costs, cycle times, quality indices and other variables.

The ABC Toolkit is available for around £490 through dealers and distributors. Micrograf: UK, 091 514 7382.

## MANAGEMENT

CHRISTOPHER LORENZ

## 'Global web' still not free of tangles



The proposition that multinational companies are fast going "stateless" has grabbed the imagination of business leaders and government ministers over the past five years. From Akio Morita, the legendary founder of Sony, to Robert Reich, a Harvard economist who is now US labour secretary, policy-makers have become wedded to it.

From their different points of view, the "stateless" image depicts a paradoxical new world in which multinationals, though beyond the reach of individual governments - and, in some respects, of international institutions - are becoming "insiders" everywhere.

There are several facets to this supposedly universal trend, which Morita christened "global localisation" and which - in theory - allows multinationals to get the best of both worlds: exploiting global economies of scale while also maximising their responsiveness to local markets and sources of expertise.

The most evident facet is the siting of factories in foreign countries, such as the \$1bn (£600m) semiconductor plant which Japan's NEC announced last week will be built in either Scotland or California.

More significant, because of their higher value-added and skill content, is the location of research, design and development (RDD) centres not just at home but in international networks - what Reich has called "global webs". This gives companies access to localised technical skills around the globe.

A further facet is the transfer away from a company's home country of some of its global divisional headquarters. The best-known example occurred in 1991, when IBM shifted its network systems business from the US to the UK.

To Reich and other analysts, this new world has already arrived. In a series of publications in 1990-91, when he was still at Harvard, he argued that the nationality of a global company's ownership no longer mattered.

Like manufacturing, he claimed, research, design and development were now being sited with almost total disregard to a company's "nationality".

It was obvious at the time that Reich was exaggerating, and that multinationals are not locating their RDD units, or their divisional HQs, anything like as freely around the world as their factories. Nor are all such moves permanent: IBM's new management has since repatriated its network systems HQ to the US.

But Reich's cry that "ownership is unimportant" has been echoed ever since by government ministers in liberal economic regimes desperate to encourage foreign inward investment, notably Britain.

### Home country activity is still very important. 'Global webs' are the exception

Until now there has been no authoritative statistical study which showed how far Reich was exaggerating. Given the complexity of the subject, no single study can be conclusive or unquestionable. But a brave first stab has now been carried out by John Cantwell, an economist at Reading University.

His study has not yet been published. But when he presented his data for the first time last month at a symposium in Stockholm of top international economists, technology and business academics, it was heralded as "remarkable" by Michael Porter, Harvard's leading professor of business strategy and national competitiveness.

By examining the extent to which US patents granted to 280 big US and European companies over various periods between 1920 and 1990 resulted from work in their domestic or foreign units, Cantwell has created a rough but very detailed impression of the geographic location of what he calls their "technological activity". He uses this odd phrase

to encompass patents arising from production engineering, as well as from RDD.

His study challenges the Reichian myth in several senses. First, it shows that US multinationals still conduct the vast majority of their technological activity at home, not abroad; during the 1970s, less than 7 per cent of their patents arose from work done abroad and in the 1980s the proportion was less than 9 per cent.

Second, Cantwell shows that big American companies have only just regained the degree of internationalisation which they achieved between 1920 and 1939, before many of them retreated from their foreign RDD operations because of the second world war.

Third, the study suggests that although European companies carry out more of their technology activity abroad, their rate is still only 30 per cent, and there has been little overall increase since the 1950s. Only Dutch, German and Swedish companies have increased their proportion sharply. The Italian rate has halved since the 1960s.

Cantwell himself makes all sorts of caveats about his study. For instance, it shows relative geographic shifts between home and abroad, not absolute changes (foreign activity can rise even if its ratio falls) and some of its territorial shifts - possibly half - result from takeovers of foreign companies, not from new technological activity.

He also says that Reich is right to the extent that much of the foreign RDD within very select leading companies is changing character. From being mainly local adaptation of basic technology developed at home, it is shifting to the origination of new knowledge. As Reich's "web" analogy suggests, some of this is being developed jointly by several centres of expertise.

The fact remains that, except within leading Belgian, British, Dutch and Swiss companies, home country activity is still of overwhelming importance. Reich's "global webs" are very much the exception. It is an open question whether they will ever become the rule.

HRH The Prince of Wales and Julia Cleverdon make a powerful combination. What other double act could persuade 80 top business people (many of them chief executives of Britain's biggest companies) to defy this week's rain strike and sultry weather for a worthy three-hour seminar in central London?

An almost full house at St James' Palace, though, was what the heir to the throne and chief executive of Business in The Community achieved on Wednesday when the likes of British Aerospace's chief executive Dick Evans, Tesco marketing director Terry Leahy and National Westminster Bank chief executive Derek Wanless reported back on recent visits to inner-city schools, housing estates and homelessness centres around the country.

Launched in 1990 as a means of widening the commitment of top managers to corporate community involvement, BITC's Seeing is Believing initiative was originally intended as a one-off experiment. The outings just completed, however, were the ninth in the series and organisers say the exercise has proved very successful in enabling the nation's commercial movers and shakers to see the challenges at first hand, and in demonstrating to them the beneficial impact on community projects of corporate money and time.

Community involvement has won a host of new corporate converts over the last decade. Membership of BITC has expanded steadily and the issues are increasingly aired these days in the annual reports of large public companies.

Even so not all the sceptics are convinced, motives and strategies in many cases remain confused, and the sheer scale of social and economic deprivation can induce feelings of despair. One significance of Wednesday's seminar was that small business creation and enterprise agencies - the focus of much of BITC's effort 10 years ago - were barely mentioned.

The real value of the session was the opportunity it provided to pool impressions, set priorities and draw up tentative action plans for the future.

At least one participant alluded to the loneliness and isolation of top executives and said he was grateful for the opportunity to see "the real nature of the street". He confessed that his "team" of fellow executives had been predisposed to see homelessness as an exclusively public-sector preoccupation. But the "eye opening" visit convinced him and others that the problem was closely related to mental health, demonstrated that most young people on the streets are determined to escape their plight, and suggested to them



David Hyde, a director of British Airways, visits by executives involved in BITC include inner city schools throughout the UK

## From boardroom to classroom

Tim Dickson on a programme that lets Britain's movers and shakers see what life is like in local communities

that homelessness and joblessness were part of a vicious spiral of poverty.

Perhaps the most touching request for support came from children on a Plymouth housing estate, whose placards called on their distinguished visitors to provide equipment for a play area. Burger King, whose general manager-Europe David Geddes witnessed the mini "demo", subsequently obliged.

The Plymouth team's lobbying "clout" may be of greater strategic significance. Led by BAE's Evans, they have agreed to approach the Ministry of Defence with a view to releasing unused dockyard space for local business development. The clear message articulated by this group is that private and public-sector businesses alike have a responsibility to help regenerate the local economy when they "retreat" from a region.

Frank Nicholson, managing director of Vaux Brewery, offered an upbeat account of the impact of private-sector involvement on the Penryn estate two miles from the centre of Sunderland. Close to the bottom of most UK unemployment leagues, Penryn had been depicted in the media as a sort of

north-east equivalent of Al Capone's Chicago and a haven for drug dealers. But thanks to the efforts of local people - backed up by local business - Nicholson claims the whole area "is unrecognisable from what it was five years ago".

The Vaux boss outlined three principles for successful action: the establishment of a partnership between all the influential locals; the outlining of a vision to which everyone could aspire; and the setting up of projects aimed at realising that vision. "It became obvious to us that lots of people had been pursuing their own agendas," says Nicholson. "By looking at the horizon rather than at the end of our noses we realised that we all had the same objective: to make Penryn a place of which we could be proud."

The business case for corporate community involvement, meanwhile, was articulated by NatWest's Wanless. He admitted that until three years ago the bank's efforts were motivated largely by philanthropy, but that such activities are now more fully integrated and the benefits measured. NatWest's initiative to spread financial literacy in

secondary schools, he explained, was equipping young people with the concepts of lending and enterprise and producing potential customers of the future. Participation in projects improved staff problem solving, leadership and communication skills (and was linked to the bank's appraisal).

Other themes to emerge from Wednesday's discussion were:

- A widespread conviction that skills, time and other "human" resources were more important gifts than money.

- The importance of finding a leader to co-ordinate the often confusing array of local initiatives (integral to the success of the Sunderland project).

- The value of short placements in companies for jobseekers.

- The potential to involve a greater proportion of the workforce (notably by "gearing up" their out-of-office activities with office time).

- The strong focus on education (school visits, teacher placements, mentoring, encouraging employees to become school governors).

- The need to overcome apathy (particularly where projects fail to touch the lives of those they are supposed to help).



# Will the axe fall on Aix?

The festival is facing the biggest crisis in its 46-year history. Andrew Clark reports



A baleful Ariel and measured Prospero: Simon Russell Beale and Alec McCowen

Theatre/Alastair Macaulay

## The RSC's 'Tempest'

It is widely assumed that the RSC offers high standards of accomplishment in acting, yet several RSC stagings in recent years have shown an extremely mixed bag of performers. Take, for example, the current production of *The Tempest*, directed by Sam Mendes, which opened last year in Stratford and which has just transferred to the Barbican Theatre. Few actors have a technique more immaculate than its Prospero, Alec McCowen. Ariel is Simon Russell Beale, who is forever expanding his range and style by allowing himself to be cast in dissimilar roles (for Mendes alone he has played Ariel, Richard III and Thersites in *Troilus* at the RSC).

So far, so impressive. But Ferdinand is Mark Lewis Jones, whose tight, small voice is not always audible even in the stalls, who often sounds strangled on emphatic words, and who seems to have learnt no kind of legato delivery in speaking poetry. But Jones certainly has talent; four years ago, I much admired his ardent Tristram in the Lyric Hammersmith's *Morte d'Arthur*. Either the RSC has lost beyond his capacity or it no longer has the kind of voice coaches who could help him. Let no one readily assume that the RSC is an all-round ensemble of vocal accomplishment any more.

But enough of this. Sam

Mendes's *Tempest* is an intelligent, lucid, rather schematic affair, with plenty of novel touches; and it has been somewhat revised since its Stratford premiere. Ariel no longer spits in Prospero's face when he is finally released, but simply gives him a long, cool glare. Nonetheless, Beale's interpretation - reminding us of Ariel's reluctant servitude to Prospero and of his lack of human emotions - remains the production's most innovative feature. His Ariel is glacial, ponderous, even baleful. Very arresting, but not wholly persuasive. There is a mellifluous lyricism in his account of Ariel's songs that nowhere enters into the rest of his performance; the words "merrily, merrily" come implausibly from his lips; and Prospero calls him "dainty" and "my bird" to no avail.

As for Prospero, McCowen performs him with the excessive precision, measure and control that have been the hallmarks of his performances in the last ten or more years. His every word commands attention, his every phrase inspires respect, and he reaches two highly impressive peaks with his rendition of "Our revels now are ended" (spoken with a beautifully weary bitterness) and the abdicatory "Ye elves of hills" (uttered with increasing

warmth, as if looking for a new human tenderness in life after magic). Everything is fresh, but also freshly packaged. This Prospero is so much master of himself that he robs the play of half its tension.

David Troughton's laborious Caliban, as ponderous and livid as Beale's Ariel though made of opposite ingredients, successfully catches the beautiful awe of "The tide is full of noises". But if Shakespeare had wanted Prospero's daughter to be played with the pedestrian manners of Sarah Woodward, he would not have called her Miranda, (which means marvellous, amazing, wondrous). Too much of the clowning of David Bradley's Trinculo and Mark Lockyer's Stephano is imposed on the play, rather than drawn out of it. The stranded nobles are a pretty dull lot; and the toy-theatre masque, with its mechanical deities, is anti-poetic.

The production is, however, larger than the sum of its parts. Paul Pyant's lighting and Anthony Ward's designs beautifully display the architecture of the play. I love the contrast of the yellow soil, the deep-azure sea, the clouded, blue sky - and then, as Ariel departs forever through a door, the sudden glimpse of a radiant white beyond this world. The grand plan of the play is here - but not all its inner life.

In repertory at the Barbican.

A beautiful old town, perfect summer weather, traditional Provencal food, a relaxed atmosphere and good music: welcome to Aix-en-Provence, where the 1994 festival opens tonight with *Die Zauberflöte*. It is the sort of festival environment which north Europeans can only dream about, and helps explain why Aix attracts a large, faithful clientele.

But this year is different. France's premier music festival is facing the biggest crisis in its 46-year history. The programme has shrunk to just one opera production and 13 concerts - a stark contrast to the boom years when 60 events were normal. The deficit stands at more than FF10m (£1.2m). There are no sponsors. As if these ills were not enough, a backstage accident in May damaged Aix's open-air theatre.

The festival blames its problems on the recession and says the French government is doing nothing to help. "We want to stay in the club of international festivals, renowned for quality and innovation," says the administrative director, Hervé Grillet.

"We have a strong image abroad. But the government doesn't want to acknowledge this. Provence is far from Paris, and in a centralised state, that's not good for us." This year's FF26m budget was only drawn up in January and represents a 30 per cent cutback. Grillet points out that while the government subsidises the Aix Opéra to the tune of FF500m, it refuses to raise its grant to Aix above

FF15m. Double this would barely dent the nation's culture budget, but would make a crucial difference to Aix. For its part, the government says the festival's deficit is the result of poor financial controls and declining artistic appeal. "If we give more money, we want to know the festival will reach a wider range of people," says Stéphane Martin, director of music at the ministry of culture. "In its present form, Aix is expensive and elitist."

Behind Aix's current disarray lies an illustrious history. The festival was founded in 1948, with Gabriel Dusserre as artistic director and Hans Rosbaud as chief conductor. From the start, Mozart was a pillar of the repertoire, augmented by Haydn, Monteverdi, Gluck, Rossini, Rameau and Strauss. Thanks to Dusserre's talent-spotting, some of the best-known singers of the postwar era began their international careers at Aix. The festival became the French equivalent of Glyndebourne or Salzburg.

Since 1981 the artistic director has been Louis Erlo, who also runs the Opéra de Lyon. Although musical standards have remained high, the festival seems to have lost its way. Encouraged by a Socialist victory in local council elections in 1989, Erlo changed the festival's statutes and expanded the budget. The assumption was that France's Socialist government would raise its subsidy and sponsorship would

increase. However, the culture minister at the time, Jack Lang, was unimpressed with Erlo's policies, and the recession chased away sponsors. The deficit began to mount.

The election of a centre-right government last year only widened the gap between Aix and Paris. It now looks as if the festival will have to await the result of next year's presidential and local elections before its future can be resolved. If the centre-right wins the presidency and regains control of

the Aix council, more money should be available. It would also speed up the appointment of a successor to Erlo, whose contract expires in 1996. Most observers agree the festival needs an injection of new blood. "The programme is not what you would expect from a festival which charges a top price of FF190," commented a senior figure in the French opera establishment. "If you charge that much, you expect a more imaginative choice of repertoire, and artists who are more appealing."

But for the time being, Erlo's position is secure. He has retained the support of influential local figures like Mme Edmonde Charles-Roux, owner of the newspaper *Le Provençal*. The Aix council has agreed to service the deficit and look after the theatre, specially constructed each summer in the courtyard of the archbishop's palace.

This year's festival may look skimpy, but most visitors come for the place as much as the programme - the special Provencal light immortalised by Cézanne, the balmy climate, the cobbled squares and, of course, the sound of Mozart wafting through the air.

Ballet/Clement Crisp

## Several cheers for San Francisco

The San Francisco Ballet is America's oldest classical troupe, and it has marked its 61st year by playing a season at the Opera Garnier. Several cheers, say I, for a company that has been much improved by Helgi Tomasson - whom we remember as a leading dancer with Balanchine - its director since 1985.

The ensemble, as I saw it in Paris at the weekend, looks serious, skilled. (I hereby abandon my suspicion that America had declared a secret but vicious war on the EC by sending such awful and subversive troupes to Europe as the Washington Ballet and Bill T Jones and his ghastly crew). Nothing quite lived up to quality of the first work on view, Mark Morris's *Maelstrom*, made for SF8 this year, but the impression given by two programmes was eminently satisfying.

The Morris piece is daring - who but a madman, or Mark Morris, would make a ballet to Beethoven's *Ghost* trio? - and, against all odds, utterly persuasive. Three good San Francisco musicians play the trio in the pit. The stage is sublimely lit by James Ingalls, so that the dancers glow in Martin Pakledinaz's claret-coloured outfits against a cloudy back-drop, and Morris allows himself to be led by Beethoven. Unlike most choreographers who take on "great" scores and bring to them preconceived ideas worthy of an axe-murderer, Morris finds ways of showing us what he hears Beethoven saying. So the dance flows over the stage, ideas are transferred between dancers, formal devices match step and musical phrase. At times one thinks, as Morris makes a point yet again, "Beethoven does that with much less fuss," but the sum

effect is unemphatically noble and apt. For the haunted *largo assai*, Morris pulls off his most skilled effect, using a complex step, the *garçonnade*, as a signature movement. Extending it, or hinting at it, he matches what the music is doing. His way with balletic language throughout is easy, unforged. The piece is a joy.

The company danced admirably in *Maelstrom*, which was as well, since there followed an attack by Helgi Tomasson on Kurt Weill songs which turned its cast into zombies. The idea behind *Nanna's Lied* was, I surmise, to bring back the dear old days of UFA films and the Berlin of Georg Grosz. The result is novelistic, Dr Caligari paying a house call on Milla and Boone. Gloomy sets - dark, mad sloping walls, of course - and an innocent girl falling for a bit of rough, then being driven to prostitution (that usual jaunt of the period). She has, things being what they are, to loose her all, apparently to Noferatu. Fatuous as drama, the ballet offers sub-MacMillan couplings to the sound of Weill songs in performance slack, unidiomatic. (*Surabaya Johnny* done over by an hysterical yodeller). Better forgotten. Better still, abandoned on the nearest tip.

The Balanchine works were *Bugaku* and *Who Cares*. Neither is very important; both were done with understanding and given an individual flavour - though not so strong as to smother the real taste of Balanchine. *Bugaku*'s eroticism, the happy Gerahwin bloom of *Who Cares*, were well served, and I greatly admired Elizabeth Lascavio as she sailed through *Embraceable You* and *My One and Only*, her dancing



A serious, skilled company visits Paris: Yuri Zhukov and Sabina Allemann of the San Francisco Ballet in 'Le Quattro Stagioni'

fresh, classically true, floating sweetly on the music.

Tomasson's real creative identity is that of a dancer-maker in Balanchine fashion. (I recall early pieces in New York as feisty made). His *Quattro Stagioni* uses Vivaldi's interminable scratchings and twitterings (surely more like eight seasons?) for an academic divertimento which shows off his dancers well. Pretty set

and Empire costuming from Santo Loquasto. Pretty dances. Pretty performances from the girls: light-footed leaping from the men. The piece is craftsman-like, agreeable, slightly anonymous, a happy display of the company's good dance manners. Quite what Agnes de Mille's *Rodeo* is nowadays I am not sure. It completed the repertory for Paris - the token bit of

ethnic charm, perhaps? - but it looks more than ever like Oklahoma. The cowboys, the cowgirl, the friends from Kansas City: all so jovial, all so open-air, all so likely to be found in dear old Quantville. I don't think *Rodeo* can be danced today. The San Francisco cast is careful, as one should be when handling an antique, but the piece is actually a fake.

## INTERNATIONAL ARTS GUIDE

### Stockhausen at Salzburg

The 1994 festival (July 25-August 31) takes to the air with the premiere of Stockhausen's *Helicopter Quartet*. While the composer controls the sound electronically in the Mozarteum, members of the Arditti Quartet will play their parts in four airborne helicopters.

Back on terra firma, this year's flagship opera production is Don Giovanni, staged by Patrice Chéreau and conducted by Daniel Barenboim, with a cast headed by Ferruccio Furlanetto, Bryn Terfel, Catherine Malfitano and Cecilia Bartoli.

The rest of the opera programme has a Russian emphasis. There are three Stravinsky stagings, including a Kent Nagano/Peter Sellars production pairing *Oedipus Rex* and the *Symphony of Psalms*, with a cast headed by Agnes Baltsa, Thomas Moser and Matti Salminen. The Claudio Abbado/Herbert Wernicke production

of Boris Godunov, first seen at the Easter festival, will be revived with Samuel Ramey in the title role.

In the concert programme, the Chamber Orchestra of Europe takes pride of place with two cycles of Beethoven symphonies in the Mozarteum, conducted by Nikolaus Harnoncourt. The Vienna Philharmonic gives two programmes under Riccardo Muti, and also gives concerts with Pierre Boulez, Mariss Jansons, Bernard Haitink and Georg Solti.

The drama programme continues to gather strength, with Shakespeare's *Antony and Cleopatra* directed by Peter Stein and Pirandello's *The Mountain Giants* directed by Luca Ronconi (Kartenbüro der Salzburger Festspiele, Postfach 140, A-5010 Salzburg, Tel 0662-844501 Fax 0662-846882).

### EXHIBITIONS GUIDE

**AMSTERDAM** Van Gogh Museum Van Gogh's Self-Portraits: 20 paintings and two drawings dating from his stay in Paris 1886-7. Ends Oct 9. Daily. Rijksmuseum Flowers and Plants: flora and fauna in five centuries of prints and drawings. Ends July 31. Closed Mon. **BERLIN** Altes Museum The Last Days of Humanity: 600 photos, posters, paintings and drawings illustrating artists' responses to the first world war, and including work by Beckmann, Kokoschka, Dix, Picasso, Chagall and Wyndham Lewis. Ends Aug 28. Closed Mon. Haus der Kulturen der Welt

Tanzania - masterworks of African sculpture: 400 works from the 19th and 20th centuries. Ends Aug 7. Closed Mon. **CHICAGO** Art Institute Odilon Redon: 180 works by the late-19th century French painter-poet. Ends Sep 18. Goya: 100 small-scale paintings. Ends Oct 16. Italian Sculpture from the Gilgore Collection. Ends Aug 14. Daily. **COLOGNE** Walkraf-Richartz-Museum Impressionist Masterworks from Geneva: 40 paintings from the period 1880-1900. Ends Sep 4. Closed Mon. **JOSEF-HAUBRICH-KUNSTHALLE** Heaven and Hell in the Middle Ages: 200 paintings, documents and artefacts illustrating the medieval view of death and the afterlife. Ends Aug 28. Daily. **DUSSELDORF** Hetjens-Museum Ceramic Works of Picasso, Miró and Tapies: 90 works by three major Catalan artists of the 20th century, ranging from Picasso's decorative owls and figures to Tapies' massive sculptures. Ends Aug 28. Closed Mon. **ESSEN** Villa Hügel Paris - Belle Epoque: an evocation of the period from 1890 to 1910 with paintings, drawings, posters, photographs, glass and furniture. Ends Nov 13. Daily. **FRANKFURT** Schirn Kunsthalle Goethe and Art: 300 paintings, drawings and sculptures ranging from antiquity to Goethe's death in 1832, and including work by David, Schinkel, Caspar David Friedrich, Claude

Lorrain, Constable and Turner. Ends Aug 7. Daily. **LONDON** Hayward Gallery Bonnard at Le Bosquet. Ends Aug 29. Daily (advance booking 071-928 8800). Tate Gallery R.B. Kitaj: recent pictures and graphics. Ends Aug 20. Closed Sun. **MILAN** Victoria and Albert Museum Pugin - A Gothic Passion: retrospective of the 19th century British designer. Ends Sep 11. Daily. **NATIONAL GALLERY** From Caspar David Friedrich to Ferdinand Hodler, A Romantic Tradition - Paintings and Drawings from the Oskar Reinhart Foundation. Ends Sep 4. Daily. **ROYAL ACADEMY OF ARTS** Impressionism to Symbolism - The Belgian Avant-Garde 1880-1900. Ends Oct 2. Daily (advance booking 071-240 7200). **MADRID** Centro de Arte Reina Sofia Gerhard Richter: 100 works by one of the key figures in contemporary German art. Ends Aug 22. Closed Tues. **MARTIGNY** Fondation Pierre Gianadda From Matisse to Picasso, Masterworks from the Gelman Collection: organised in collaboration with New York's Metropolitan Museum of Art, the exhibition shows Bonnard, Matisse, Braque and Léger, with pride of place given to 13 works by Picasso. Ends Nov 1. Daily. **NEW YORK** Metropolitan Museum of Art Petrus Christus: 22 paintings by the 15th century Netherlandish master, renowned for the jewel-like

luminosity of his work. Ends July 31. Picasso and the Weeping Women. Ends Sep 4. The Annenberg Collection of Impressionist and Post-Impressionist Masterpieces. Ends Nov 27. Daily - The Early Years. Ends Sep 18. Closed Mon. **MUSEUM OF MODERN ART** From Manet to Picasso - Masterpieces from the David and Peggy Rockefeller Collection. Ends Sep 6. British Drawings 1890-1990. Ends Sep 13. Closed Wed. **WHITNEY MUSEUM OF AMERICAN ART** Edward Hopper (1882-1967) and Jack Pierson (b1982): the latter has selected 20 works by the former, and placed them alongside his own work. Ends Sep 11. Joseph Stella (1877-1946): more than 200 works by the American modernist. Ends Oct 9. Closed Mon. **PARIS** Grand Palais The Origins of Impressionism 1859-69. Ends Aug 8. Closed Tues. **MUSÉE D'ORSAY** Nadar, Photographs 1854-65: Nadar was a friend of writers and painters, whose portraits raised photography to the category of creative art. Ends Sep 11. Closed Mon. **MUSÉE D'ART MODERNE** de la Ville de Paris Dutch Art of the 20th Century: the first part traces developments from Van Gogh to Mondrian, while the second focuses on ten contemporary artists. Ends July 17. Closed Mon (11 ave du Président Wilson). **Cartes** musées available at all metro stations and museums, to avoid queuing at 60 museums. **PRAGUE** Kinsky Palace Albrecht Dürer: woodcuts and copper engravings

by the early 16th century German master, plus examples of work by his pupils. Ends Aug 21. Closed Mon. **SPEYER** Historisches Museum der Pfalz Romanov Tsarist Treasures: 200 pieces from the St Petersburg Hermitage, including jewellery, objets d'art, paintings, furniture and costumes, collected during three centuries of Romanov rule in Russia. Ends Aug 14. Daily. **STUTTGART** Staatsgalerie Italian Drawings 1500-1800: a representative selection of the large, high-quality Stuttgart collection, built up over the past two centuries and including work by Giambattista and Tiepolo. Ends Sep 4. Picasso: a rare showing of 400 prints from a private collection. Ends Aug 14. Closed Mon. **LINDEN-MUSEUM** Art of the Aborigines: 90 wood paintings and 40 sculptures. Ends Sep 25. Closed Mon. **VIENNA** Jüdisches Museum Max Oppenheimer (1885-1954): retrospective of one of the most neglected figures in early 20th century Austrian art. Ends Sep 18. Closed Sat. **KUNSTHISTORISCHES MUSEUM** Albrecht Dürer: a selection from the museum's collection of work by the early 16th century German master. Ends Oct 30. Closed Mon. **WASHINGTON** National Gallery of Art Willem de Kooning's Paintings: 75 works by America's influential abstract expressionist. Ends Sep 5. From Minimal to Conceptual Art - Works from the Vogel Collection: 90

drawings, photographs, paintings and sculpture by contemporary artists, including LeWitt, Christo, Ryman, Beys and Flavin. Ends Nov 27. Recent Prints and Sculpture from Gemini G.E.L.: a selection of work from the acclaimed contemporary art workshop in Los Angeles. Ends Oct 2. Ornament in European Graphic Art 1900-1980: more than 90 prints, drawings, illustrated books and decorative objects. Ends Aug 21. One of the jewels of the permanent collection, Jan van Eyck's *Annunciation*, has returned to public view after a two-year restoration. Daily. **NATIONAL MUSEUM OF AMERICAN ART** Thomas Cole: 70 works by the father of the Hudson River school of painting. Ends Aug 7. Mary Vaux Walcott: 50 watercolours by the early 20th century naturalist, explorer and artist. Ends Aug 28. Daily. **PHILIPS COLLECTION** The Drawings of Stuart Davis (1894-1964): 90 watercolours, gouaches and drawings of radiant colour by the American modernist. Ends Aug 28. Daily. **FREEER GALLERY** Masterpieces of Chinese Calligraphy: more than 30 calligraphers are represented from the first century BC to the 20th century. Ends next Feb. Daily. **ZÜRICH** Kunsthalle Dada: 150 paintings, drawings and collages by Duchamp, Man Ray, Ribemont-Dessaignes, Max Ernst and many others, plus a large number of posters, letters and other documents relating to the nihilistic movement founded in Zurich in 1916. Ends Aug 21. Closed Mon.





If Lord Keynes and Harry White were to rise from their graves, would they recognise their own creations? The chances are rather slim, for the Bretton Woods institutions have drifted far from their original vision. Keynes proposed a fund equal to one half of world imports, to enable it to exercise a major influence on the global monetary system. Even the more conservative White proposed reserves equalling one-sixth of world imports.

Keynes also regarded balance of payments surpluses as a vice and deficits as a virtue, since deficits sustained global effective demand and generated employment. Moreover, at the heart of the global monetary system were to be fixed, but adjustable, exchange rates.

Today, the International Monetary Fund controls liquidity equal to only 3 per cent of world imports. Deficit nations, particularly in the developing world, come under tremendous pressure for adjustment, but surplus nations do not. Finally, fixed exchange rates collapsed in the early 1970s and subsequent attempts to introduce a medium of stability have proved largely futile.

The World Bank did help raise market funds at lower cost, with longer maturities, and for purposes that private markets would not have touched. It also introduced the International Development Association in 1960, to provide cheap loans to poor nations. Yet recently its net resource transfers, including IDA funds, have been negative, to the tune of \$1bn to \$2bn a year. Private lending to developing countries has increased rapidly, but three-quarters of it has been to about 10 relatively better-off economies in Latin America and south-east Asia.

Two aspects of this 50-year evolution are particularly worrying. First, the Bretton Woods institutions are no longer institutions of global management: they police the developing world instead. The Group of Seven leading industrial countries and the private capital markets have taken over the global job.

Second, while founders of the Bretton Woods institutions were searching for expansionary economic policies, world leaders have now become more preoccupied with inflation than with jobs (though the pendulum is beginning to swing back once more).

## Managers, not police

Mahbub ul Haq continues the anniversary series



Schools versus soldiers: spending on education has too often been cut ahead of military expenditure in developing countries

The developing countries have, unfortunately, had to live with the consequences of the more deflationary agendas of the industrial world. The emphasis has too often been on adjustment via demand contraction rather than supply expansion. Also, the wrong items have usually been cut. There are many low-priority budgetary items. Yet education and health expenditures have often been trimmed ahead of military expenditures, and food subsidies to the poor slashed in preference to subsidies to landlords and industrialists. The staff of the Bretton Woods institutions do not normally seek such outcomes, but they should have offered stronger resistance.

What reforms would help reposition these institutions for the 21st century? There does need to be a global institution to ensure sound macro-economic management and global monetary stability. It should be able to perform five functions:

- Help stabilise global economic activity.
- Act as a lender of last resort to financial institutions.
- Calm financial markets

- Regulate banks and institutions with an international reach.
- Create and regulate new international liquidity.

At least the first four functions must be played by the IMF if it is to reclaim its role in the global monetary system. Four cautious steps would start it in the right direction.

First, there should be a new issue of some SDR 30bn-50bn in reserves. This is appropriate now, when inflationary pressures are low, primary commodity prices have hit bottom, most industrial countries are reducing budget deficits and an extra dose of global liquidity might help fuel world economic recovery.

Second, the Compensatory and Contingency Financial Facility (COFF) of the IMF should offer full compensation for shortfalls in exports. Its loan period also needs to be extended. Even more important, there should be no policy conditionality.

Third, in collaboration with the Bank of International Settlements, the IMF should

acquire some regulatory control over international banking.

Fourth, the IMF must acquire a greater role in global macro-economic management, by exerting influence over the policies of major industrial powers.

The World Bank is the finest institution for advising developing countries on economic growth, but it needs to develop greater sensitivity and expertise in linking growth to human lives. It must also find new ways of recycling resources. Real IDA availability per poor person has been shrinking, greatly limiting the Bank's options. There will need to be more innovative ways of raising finance to address global poverty.

Finally, the Bank must consider restructuring its own debts. It has advised all other creditors to restructure their debts, but refused to reschedule its own, citing its charter and concern about its credit rating. The result is that the Bank will end up recycling the servicing of its own past lending, rather than transferring new resources.

Two broader points must be made. One is that any proposal for a merger of IMF and the World Bank would be extremely unpopular in the developing world. Rightly or wrongly, there is a lot more goodwill for the World Bank in the developing countries than for the IMF.

Second, the United Nations needs to be reborn as a force for peace, rather than just a police force. Since conflicts are increasingly within nations rather than between them, sustaining peace requires socio-economic development.

Also necessary is a far broader consultative process than is offered by the G7. For these purposes an Economic Security Council should be established within the UN which should supervise the policy direction of all international economic institutions, including the Bretton Woods twins.

The founders of the Bretton Woods institutions and the UN were neither inhibited nor timid 50 years ago. But where is our creativity now regarding the future shape of global economic governance? It is time to begin designing the global institutions of the 21st century.

The author is a former Finance Minister of Pakistan, a former official of the World Bank and is currently chief architect of the UNDP's annual Human Development Report. Previous articles in the series were on June 21 and 28, and July 8



The patience of those of us whose pulses race at the prospect of Mr Tony Blair becoming leader of the Labour party is being tested. The young man's stubborn insistence on starting and ending every discussion with a declaration of values and principles is costing him dear. In England, where most of the electorate lives, abstract discourse, the deployment of grand perspectives, is regarded with suspicion. It is the sort of thing you expect from the French.

Indeed, Mr Blair is turning out to be an awkward repository of our expectations. His series of protracted lectures may be the best way of both winning the Labour leadership and positioning the party for a two-year assault on the Conservatives, but it stretches the nerves of those who are doomed to sit in the back of the class. They fidget and look out of the window. The hot summer sun beckons. Do they have to go on hearing why they should not present the tutor with a false choice on this or that political conundrum? They ask themselves the question common to all participants in seminars - "what am I doing here?"

At his most persuasive, Mr Blair sounds as if, running for professor in a theological seminary, he would appear to dismiss as outdated the choice between charity and depravity. In truth, the case for purity would be made. The trouble is that not everyone would know it. You would find it buried inside a wrapping of verbiage that suggested, to those who wanted to have it both ways, that they could. Thank heavens he would not go into detail. Yet my enthusiasm for the prospect of a refreshment of

British politics by a reconstructed Labour party remains undiminished. Mr Blair is the only active politician who is displaying the potential to be an agent of reconstruction. There is no serious alternative. We must presume that Labour realises this. Nothing should be taken for granted in a democratic contest. An upset is extremely unlikely, but not impossible. If, by some mishap, the party gets its sums wrong and chooses either of the other contenders, we can forget the whole matter.

Labour led by Mrs Margaret Beckett or Mr John Prescott would stand as little chance of forming a government as did Labour under Mr Michael Foot.

We would have to concentrate on the frustrating task of improving the Tories, gitting our teeth at the prospect of enduring their misgovernment until the millennium.

The electorate will see how deep Labour's comprehension of these political realities runs when the result of the leadership election is announced. The sensible assumption is that Mr Blair will be declared leader of the opposition next Friday and, probably, prime minister in 1996 or 1997. What difference would that make to the way we wash our socks? The putative new leader gives the following reply in the New Statesman this week: "Think about the huge amount of constitutional reform with the Freedom of Information Act, the Bill of Rights, the changing of the constitution in the House of Lords, the Scottish parliament, a Welsh assembly, regional government, quangos." Britain would sign the

social chapter of the Maastricht treaty. Trade union recognition rights would be granted. "These are not minor or irrelevant changes. Labour has a huge radical agenda in this area," said Mr Blair.

He - Labour - also has an agenda, some of which is radical, for the management of the economy, education, participation in the European Union, and welfare. Mr Blair has spoken at length on each of these. The trick is to brush aside the false-dichotomy preambles and pull apart the wrapping of platitudinous verbiage. Then we can see what is a specifically Labour or Blair proposal and what is an attempt to persuade his party to accept what the Conservatives have put in place.

Mr Blair has adopted the economic strategy of his shadow chancellor, Mr Gordon Brown. This relies heavily on the promotion of education and training. So does the government. Labour would, uniquely, introduce a minimum wage, of an unspecified amount, and tax the very rich, at an unspecified rate. As to Europe, Mr Blair's tone is friendly, the government's suspicious. There is less division on matters of substance. Our grasp of pink hope dances round the issue of a single currency, insisting, as does Mr John Major, on full convergence of the participating economies before Britain's opt-out can perhaps become an opt-in. Political reform is urgent, he says. He proposes looking at the involvement of both the European and national parliaments in European decisions.

Acceptance of the social chapter is special to Labour;

for the rest Mr Blair's positive but cautious approach to a changing Europe would not offend Mr Douglas Hurd or Mr Kenneth Clarke. Only headline Eurosceptics could take offence; Europhiles in all parties should approve of the language, while appreciating, with Mr Blair, the immensity of the task of persuading the rising generation of Europeans of the validity of what he calls the European "project".

Wednesday's lecture on welfare was the most outspoken to date. It quite understandably reminded me of a week in taxes to keep 3m unemployed," said Mr Blair. He spoke of helping people to help themselves, as did Mr Bill Clinton in his presidential campaign. "Work and welfare go together," said Mr Blair; "...welfare must enhance duties and responsibilities and not be a substitute for them." Talk of removing the poverty trap that acts as an incentive to stay on the dole is part of mainstream politics, common to all parties.

Mr Blair was, however, speaking to a Labour audience that history suggests might regard such thinking as an act of betrayal. So he sweetened the pill. Using President Clinton's very words, he argued that the Conservatives' trickle-down philosophy has been discredited. "Britain is more unequal and divided than it has been for a generation." That is the stuff to give the troops. Better yet, it was not followed by a mindless promise to shell out even more to the poor. Mr Blair's contribution this week was to specify the principles, although not the specific means, by which the welfare rolls might be diminished. "The benefit system must find as many exits from dependency as possible," he said. Great. We must now presume that when he becomes leader he will tell us how.

Joe Rogaly

## Filling in the pink spaces

Only headline Eurosceptics could take offence at Blair's approach; Europhiles in all parties should approve of the language

## LETTERS TO THE EDITOR

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Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

## Myth of technology and competitiveness

From Dr Kirsty Hughes.

Sir, It was most welcome to read Guy de Jongh's arguments against the high-tech bandwagon (*Economic Eye*, July 11). Myths about high technology have become very influential, leading the European Commission, among others, to argue that improved performance in high technology is a central route to increasing competitiveness. This view is not consistent with the evidence.

Assessing trade performance in the 1980s on the basis of export shares and the net trade balance, it can be shown that -

of the six largest economies - the three with the best trade performance were Japan, Germany and Italy, which had their best performance respectively in high, medium and low technology.

The two worst performers, the UK and the US, had their best performance in high technology. The US's competitiveness deteriorated in particular in medium-technology products.

Innovation is not the sole determinant of competitiveness - it is not equivalent to export shares and the net trade balance. One of the UK's

problems is the managerial failure to translate R&D into innovation rather than too low a level of R&D. At the same time, many small and medium-sized enterprises innovate without doing formal R&D.

Not only is competition in high-tech sectors not the key route to competitive success, it is becoming increasingly costly. Increased costs and increased competition equal lower profits. Consequently, since the 1980s, companies have increasingly chosen to collaborate - with many international joint ventures in R&D occurring between US, Japanese and EU companies. One outcome of this is a process of technological levelling, the outcome of which will be a much greater emphasis on factors other than R&D in international competition.

These developments pose great challenges for technology policy in the EU and in individual countries - at present these challenges are not being taken up.

Kirsty Hughes, head, European industrial development group, Policy Studies Institute, 100 Park Village East, London NW1 5SR

## Europe should follow US on petrol pollution

From Mr Adam Seymour.

Sir, The debate over the relative healthfulness of unleaded petrol (*Letters*, July 11 and 13) contains no reference to the fact that one of the problems of urban motor pollution have been more severe and the attempts to address them more rigorous than in Europe.

As of January 1995 the US refining industry will be required to produce a new green gasoline for highly polluted urban areas. Two of the specifications for this green gasoline limit its benzene and overall aromatics content, to combat the proliferation of air-

borne carcinogens and ground-level ozone. The Bonn proposal to restrict benzene ("Bonn threatens action on petrol pollutant", July 7) has, therefore, the fact is that the currency board has performed as expected, as we have shown in a detailed comparison of the Baltic state's monetary arrangements. The Estonian currency board has provided a firm anchor to Estonia's traded goods prices, which cover a large proportion of Estonia's small open economy. As expected, non-traded goods prices have risen faster than traded goods prices, partly as the result of the end of price controls, and partly as the consequence of rapid productivity improvements in the tradable sector, which have pushed up Estonia's wages in D-Mark or dollar terms.

The kroon is hardly becoming overvalued as a result of these wage increases, however, especially since dollar wage levels were remarkably low at the start of Estonia's reforms. Estonia's average industrial wage is currently about \$120 a month, making Estonia highly competitive in attracting foreign capital, especially as an

## Big electricity users not paying too high a price

From Mr David Porter.

Sir, Electricity users have enjoyed price cuts since privatisation four years ago. The regulatory body, Ofwat, estimated that the Chemical Industries Association says that large users are paying too much ("Big electricity users 'suffering high price rises'", July 13).

The association claims that there are no incentives for "cost-reflective supplies to large users". But their own figures, quoted in your report, demonstrate that this cannot be true. They appear to be paying just over 3.5p per unit and

they are able to secure this price because they are free to choose between suppliers in an increasingly competitive market place. In comparison, I suspect that small business users who are not able to shop around until 1998, would be delighted to pay 3.5p.

The large users are right about the charges imposed by the monopoly transmission and distribution businesses. Cost-cutting there would benefit all users. David Porter, chief executive, Association of Independent Electricity Producers, 41 Whitehall, London SW1

## Estonia has set good currency example

From Mr Ardo Hansson and Professor Jeffrey D Sachs.

Sir, The article by Philippe Legrain, "Baltic states' varied roads to freedom" (June 21) included a misinformed criticism of Estonia's currency board system, in which the exchange rate of the Estonian kroon is pegged to the D-Mark, and the central bank abjures domestic credit expansion. Legrain alleged that Estonia's currency arrangements were leading to high inflation and currency overvaluation. This is an odd charge, since similar currency systems, such as in Argentina and Hong Kong, have underpinned price stability.

Legrain seems to have extrapolated from a single month's price increase, 8.9 per cent in March, to reach broad and unfounded conclusions. The March price increase resulted mainly from the elimination of subsidies on various service-sector prices, such as public transportation. Since March, Estonia's inflation has been among the very lowest of the post-communist economies, registering just 0.7 per cent in

the month of June, and just 5 per cent for the entire second quarter.

The fact is that the currency board has performed as expected, as we have shown in a detailed comparison of the Baltic state's monetary arrangements. The Estonian currency board has provided a firm anchor to Estonia's traded goods prices, which cover a large proportion of Estonia's small open economy. As expected, non-traded goods prices have risen faster than traded goods prices, partly as the result of the end of price controls, and partly as the consequence of rapid productivity improvements in the tradable sector, which have pushed up Estonia's wages in D-Mark or dollar terms.

The kroon is hardly becoming overvalued as a result of these wage increases, however, especially since dollar wage levels were remarkably low at the start of Estonia's reforms. Estonia's average industrial wage is currently about \$120 a month, making Estonia highly competitive in attracting foreign capital, especially as an

export platform to western Europe. This is why European, and especially Scandinavian, investors are setting up production operations in Estonia at a remarkable pace.

What Mr Legrain failed to recognise is that Estonia's currency stability and strict monetary discipline have contributed to solid investor confidence, low interest rates and renewed economic growth, the highest in the Baltics and perhaps the highest of all the economies in transition in 1994. It is no wonder that Lithuania changed over to Estonia's currency board arrangements in April, and that Latvia has also recently abandoned its floating exchange rate policy in favour of a pegged exchange rate, though without the firm backing (and thus the main benefits) of the stricter currency board system.

Ardo Hansson, Stockholm School of Economics, adviser to prime minister of Estonia, Jeffrey D Sachs, Harvard University, Cambridge, Massachusetts, US

## Glasgow versus Glyndebourne

From Mr Thomas McLaughlin.

Sir, I read with interest David Murray's review of the new Glyndebourne production of Mozart's *Don Giovanni* (*Arts*, July 12). The last time elements of this audience voiced noisy disapproval also involved a Mozart piece - Peter Sellers' version of *Die Zauberflöte*. When this production came to Glasgow in 1990, however, it received a most enthusiastic welcome at the city's Theatre Royal.

It is to be hoped that director Deborah Warner will take heart from this. An imaginative treatment of a much-loved Mozart masterpiece, even if controversial, may find a more sympathetic reception from a different audience. Perhaps Ms Warner should persuade Glyndebourne Touring Opera to take her *Don Giovanni* into its repertoire. I live in hope that she might measure the reaction of the opera lovers of Glasgow against the louts of Glyndebourne. Thomas McLaughlin, 4 Manor Road, Jordanhill, Glasgow G13 1SF



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Friday July 15 1994

## What is wrong with Mr Santer

After the mismanagement on Corfu three weeks ago, there was always a chance that the re-launched process for selecting the European Commission president at today's special summit in Brussels would result in an unsatisfactory compromise. That risk seems about to become reality, in the wake of Britain's veto of Mr Jean-Luc Dehaene, the German government has made a vigorous effort from the EU chair to find a candidate capable of rallying unanimous assent. Mr Jacques Santer has emerged as the favourite to be nominated today, mainly because no-one has strong grounds for turning him down.

The Luxembourg prime minister may be regarded as a safe choice. Unfortunately, he is an insufficiently compelling one to be agreed without a proper debate on the future running of the Commission. Rather than select now a less than inspiring successor to Mr Jacques Delors, the heads of government would be well advised to wait until the autumn. A delay in the timetable set out by Chancellor Helmut Kohl might look like a setback. But it would allow time for the appropriateness of Mr Santer and alternative candidates to be openly discussed. In particular, it would permit a useful period for mandatory consultation with the European parliament.

In an editorial on April 27, the Financial Times suggested that the Commission president would need to combine the qualities of an effective administrator, an economic tactician able to help generate growth and jobs, and a visionary who could steer a Union that is widening as it becomes more integrated. The UK has also consistently argued that the executive procedure for allocating this important office is undemocratic and should be reformed.

If Mr Santer fulfilled in an ideal fashion the above three criteria,

the shortcomings in the method of choosing him could perhaps be overlooked. He has shown competence running the Grand Duchy since 1984, and has plenty of experience of Euro-diplomacy. However, Mr Santer cannot be considered an optimal candidate for a job whose holder could play a vital role in shaping the Union up to the end of the century. The choice of a figure representing the lowest common denominator of member governments' wishes, selected under a process that exacerbates Europe's democratic deficit, would mark a wrong turning.

The Commission presidency raises some exacting questions for Mr Kohl, the chairman of today's meeting. Mr Kohl has frequently underlined the need to increase the powers of the Strasbourg assembly, a goal only partly achieved with the Maastricht treaty. Initial soundings from newly-elected MEPs indicate that Mr Santer is likely to receive at best an unenthusiastic endorsement. If Mr Kohl were to take the assembly inadequately into account during the consultation procedure laid down by Maastricht, that could damage both the chancellor and the chances of constructive relations between the parliament and the European council.

Today's summit will also require adroitness from Mr John Major. The UK prime minister will not want to deploy Britain's veto for a second time, not least because Mr Santer's appointment could serve Britain's interest of trimming the Commission's sails. However, other governments might realise the danger that a quick decision could turn out to be the wrong one. Any participant at today's summit with misgivings about Mr Santer's candidature should be encouraged to speak out. It is still not too late for a better choice.

## More rubbish

Recycling household rubbish may be environmentally damaging. It can also be very expensive. Those are the clear messages of yesterday's report by the UK parliamentary select committee on the environment. They are long overdue and need a response.

Recycling is one of the UK government's most popular environmental policies. People love to be told that their efforts can save the planet. Children, inspired by school projects and television programmes, insist their parents take bottles to the bottle bank rather than sneaking them into the bin.

The case for recycling metals, particularly aluminium, is well established, according to the waste industry. Metals can be easily extracted from rubbish tips with magnets and melted down.

But some recycling may well consume more natural resources, particularly energy, than it saves. The virtues of recycling glass and

paper are not always clear cut. The case for recycling plastics, despite technological improvements, is hotly disputed.

Such calculations are complex. They depend partly on assumptions about energy consumed in collecting waste. They also depend on the value assigned to conserving resources, be they renewable, like trees, or not. Such estimates should still be made. If there is no environmental benefit, there is no reason to pay the considerable costs of some recycling schemes.

In the government's attempt to devise a policy on waste disposal, it has failed to make thorough comparisons of the environmental merits of the rival methods: recycling, landfill, and incineration. Nor, in urging people to minimise waste, has it estimated the costs of doing so. It is in danger of adding an expensive – and quite probably counter-productive – strand to its environmental policy.

## Rifkind's miracle

Fifteen years after Margaret Thatcher came to power, and nearly four years after she left office, Thatcherism has at last penetrated the British armed forces. It had been applied at least partially to defence procurement in the 1980s; but not until this year did the Ministry of Defence, with some help from the Treasury and the private sector, manage to discover more than £750m of unnecessary annual expenditure on support services, all of which can be saved without in any way affecting the efficiency and fighting quality of frontline forces.

That, at least, is what Malcolm Rifkind, the defence secretary, asked the House of Commons to believe yesterday, when he unveiled his defence costs study, entitled "Front Line First". In fact, he almost made an announcement of cuts worth £750m a year, to which he was committed by the 1993 Budget statement, sound like an increase in defence spending. First, he listed all the procurement projects which have been on hold since last December, and which would have had to be cancelled had the savings in support services not been found. Then he went on to announce extra items, for which money had been miraculously found because the savings identified actually went beyond what the Budget statement required.

Some of these "enhancements" will simply reverse the effect of earlier cuts, for instance by taking a frigate and a submarine out of mothballs and putting a squadron of Harrier aircraft back in the front line. Others are genuinely new, such as a big increase in operational training for the army and air force, some £60m-worth of command, control and communications equipment for a new joint rapid deployment force modelled on the French Force d'Action Rap-

ide, and a probable purchase of submarine-launched cruise missiles from the US.

The savings, Mr Rifkind stressed, could be found because he and his staff were given eight months to look for them, and because they enlisted the help of people within the armed forces, down to middle-rank officers and below, as well as senior Treasury civil servants and private sector executives. A broad theme of the exercise is decentralisation, with budgetary responsibility devolved downwards to junior officers. All this sounds thoroughly laudable, but if such large sums were really being wasted, one can only wonder why on earth it was not done much sooner. Inevitably the suspicion arises, and has been voiced by both retired and serving officers, that risks are being taken which were hitherto considered unacceptable. To take one example, will not a concentration of all headquarters facilities in one place render the whole British defence effort vulnerable to a single act of terrorism?

The real weakness of the study, however, is its lack of reference to any strategic assumptions about the mission of Britain's armed forces. Mr Rifkind holds that no such reference is necessary, since frontline strengths are unchanged and are designed to fulfil commitments already outlined in last year's white paper, "Defending Our Future". But that white paper only outlined them in very general terms, and fell well short of being the re-examination of Britain's military requirements, starting from first principles, which the fundamental geopolitical changes of the last five years would surely justify. Britain has yet to carry out an exercise comparable to last year's "Bottom Up Review" in the US, or this year's Livre Blanc in France. It still needs one.

One of the most important – and least noticed – consequences of the yen's recent rise has been to drive Japan into a fresh trade and investment assault on its Asian neighbours.

Its economic advance into Asia, which began with the first round of yen appreciation in the late 1980s, is entering a new phase. The US and Europe stand helpless, watching their share of Japanese investment decline and Japan's economic dominance of Asia increase.

Asia overtook the US as Japan's largest export destination in 1991 and last year Japan's trade surplus with the region surpassed its surplus with the US for the first time. Ten years ago, Japan exported a third more to the US than to Asia; now the balance is the other way.

Japanese direct investment in the rest of Asia has followed a similar pattern, a short way behind export growth. Its investments there rose more than three-fold from \$2.3bn in 1986 to \$7.3bn in 1993, roughly one-fifth of Japanese investment worldwide.

Japanese investment in Asia will nearly double, as a share of overall foreign investment, to 37.5 per cent this year, according to a recent survey by the Ministry of International Trade and Industry. At this rate, Asia will by the end of the decade overtake the US as the largest recipient of Japanese direct investment, believes Mr Chi-hung Kwan, senior manager at Nomura Research Institute (NRI).

One of the latest leading Japanese companies to bolster its presence in the region is Toshiba, the electronic machinery maker, which recently asked four of its domestic telecommunications equipment component suppliers to decamp from Japan to its plant in Huanzhou, an industrial port in eastern China.

This is the first time it has asked its suppliers to move wholesale into Asia, a change in strategy motivated by its managers' realisation that Japan's economic fortunes are becoming increasingly linked with those of its quickly-industrialising neighbours.

Until recently, the group used its 14 plants there as satellites, explains Mr Kazuo Ishiguro, the group's Asian manager. Their job was to assemble Japanese-made components cheaply and re-export them to Japan, the US and Europe.

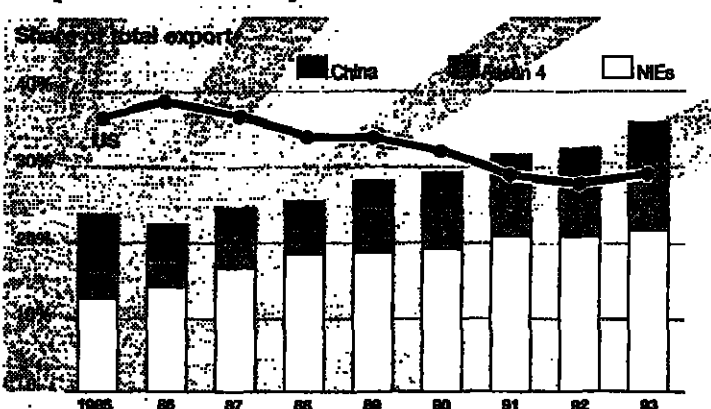
Like many Japanese companies Toshiba responded to the yen's sharp rise in value after the 1993 Plaza accord, which was aimed at curbing the value of the dollar, by shifting the lowest technology parts of its production outside Japan.

Now, Toshiba also assumes that Asia will be its fastest-growing mar-

# When neighbours make good returns

The yen's rise is encouraging a strategic shift by Japanese industry into other Asian markets, says William Dawkins

### Japan: overseas push



### Japan's direct investment overseas

Financial years	1985	1986	1987	1988	1989	1990	1991	1992	1993
Asia	7.3	6.9	5.3	5.5	7.8	7.8	7.8	7.8	7.8
Europe	0.9	0.5	0.5	0.7	1.0	1.0	1.0	1.0	1.0
Americas	0.7	0.8	1.0	0.9	0.8	0.8	0.8	0.8	0.8
Other	2.8	3.1	2.2	2.2	3.9	3.9	3.9	3.9	3.9
Total	2.8	1.5	1.5	2.0	2.1	2.1	2.1	2.1	2.1

### Japan's economic influence in the rest of Asia

Japan's economic influence in the rest of Asia has grown so strong that its neighbours are now under pressure to peg their currencies to the yen, rather than the dollar – the first step towards the formation of a yen bloc, argues the NRI's Mr Kwan.

A yen bloc in Asia might seem, to many, a distant prospect given that region's political and economic differences are even greater than between Europe Union countries, which are struggling to establish a currency bloc.

Yet even without a yen bloc,

Japan's tilt towards Asia will help give the region a "force, coherence and structure that will change – and profoundly – not only the global balance of economic, industrial and financial power, but also the international balance of political power," predicts Mr Kenneth Curtis, senior economist at Deutsche Bank Capital Markets Asia.

Japan's economic advance on Asia does, however, face barriers. These include corporate Japan's understandable caution, regional political instability – illustrated by the worries over North Korea's even less predictable new leadership – and the tentativeness of Tokyo's attempts to deepen diplomatic relations in the rest of Asia.

Mr Susumu Takeuchi, the NRI's chief economist, believes the

growth rate of Japan's Asian investments will be constrained by companies' unwillingness to break the social taboo against making redundancies at home. There will be, he predicts, a reorganisation of Japanese investments within the region, away from relatively high-cost areas such as Hong Kong into cheap ones such as southern China.

Japan's trade surplus with the rest of Asia will continue to rise, but Mr Takeuchi believes the overall volume of trade will grow fast enough to defuse serious political problems of the kind that bedeviled Japan over its surplus with the US. "This surplus is healthy for Asian countries. They will probably succeed in upgrading their industrial structure so that they will show a surplus at the end of the century. Japan was in a similar situation in the 1980s," he says. Forty years later, Japan will be the prime candidate to absorb the coming explosion in Asian exports, he predicts.

The government has played a cautious role in supporting Japan's economic advance into Asia by trying to deepen diplomatic relations with the region – partly in response to the weakening in Tokyo's relations with Washington brought by the end of the Cold War.

Until recently, Japan's Asian strategy was one-dimensional. It consisted of disbursing 60 per cent of its annual overseas aid budget – the world's largest – to the region, a hangover from post-war reparations. But Japan's support for the Asia-Pacific Economic Cooperation Forum (Apec), set up five years ago partly on a blueprint drawn up by Tokyo's Ministry of International Trade and Industry, has enabled it to make a slightly wider diplomatic contribution. Tokyo will host the third summit of Apec leaders next year, and is backing the Asian Regional Forum – a body formed to discuss security in the region.

However, Japan still has some way to go to win its neighbours' complete trust. A claim made in May by a former justice minister that the 1937 massacre of Nanking, an infamous Japanese wartime atrocity, never happened, created serious diplomatic damage, undermining especially South Korean government efforts to persuade other Asian countries of Japanese credibility.

It also sent shivers of alarm through Japanese company subsidiaries across Asia, according to some of their Tokyo-based colleagues. None of them reported a significant drop in sales as a result, but the incident showed that Japan's inexorable economic advance into Asia will not always be smooth.

Charles Leadbeater and Andrew Adonis examine the need for a reform of democracy

## Power to the people

Democracy is leading a double life. Two and a half thousand years after its emergence, the virtues of contested elections and open debate are only just reaching parts of eastern Europe, Asia and Africa. Yet in democracy's heartlands, the developed liberal democracies of the west, there is malaise.

Dissatisfaction with governments' performance is widespread. Parliaments often look like antiquated, self-serving talking shops. Leaders struggle to acquire credibility. Political parties are losing members.

The media are often more effective in mobilising public opinion, for instance over Bosnia, than are political parties. Independent think-tanks and research groups often formulate more creative policies than parties or the civil service.

The result is that the relationship

between politicians and the people they represent has become tenuous. Most people can imagine forming a lasting relationship with the place they live in, the company they work for, friends and partners, and even products they regularly consume. But few people can imagine forming an engaged, active and trusting relationship with politicians.

This public disillusion could generate growing apathy. To restore public confidence that politicians are fit to lead society, politics will have to reform itself, by becoming more transparent and responsive.

Democracy changed in the past, most notably in the 18th century, with the extension of the franchise, the development of local government and the creation of political parties. It needs to change again, to give clearer control over the holders of political power to more people. A period of reform is needed to develop the role of direct democracy as a counterpoint to established channels of decision-making.

Three moderate and specific measures to give citizens more direct

say in politics would start to rejuvenate the established democracies: ● Voter Votes. Apart from Switzerland and a few US states, referendums are not used regularly to inform government decision making. The referendum was widely discredited in Europe by its use in Nazi Germany. Politicians dislike referendums because they take decisions out of established hands.

A Voter Veto would overcome these objections. It would amount to an advisory referendum on legislation passed at a national or local level. Once laws were passed by parliament, for instance ratification of the Maastricht treaty, a referendum could be held if more than 2 per cent of the electorate signed a petition calling for a vote. The outcome would be purely advisory, but the prospect of such a vote would act as a check on hasty or unpopular decisions. In the UK the debate over the poll tax may have been avoided had the country employed such a simple democratic check on the power of the executive.

● Voter Juries. The jury com-

mands public respect as the centrepiece of a fair justice system, which works because hundreds of thousands of citizens a year give their time to make it work. The jury principle could be applied to politics.

At a national level two juries of 20 randomly selected adults could be convened each year to deliberate upon issues such as whether universal childcare should be available for the under-fives and how it should be paid for; or whether there should be a law of privacy against press intrusion. Their decisions would be advisory, but under the law establishing the political jury system the government would have to take into account the findings. At a local level Voter Juries could advise councils on issues from planning to policing and housing.

● Voter Feedback. Governments should start experiments with local electronic democracy, so-called electronic town halls. Telecommunications and entertainment companies have launched a number of experiments with multimedia technology, to test the commercial prospects of

using telecommunications to provide interactive links between television and computers.

Advanced communications will play an increasing role in politics everywhere. But at the moment the most likely beneficiaries are the rising band of rich commercial-populist politicians, such as Ross Perot in the US and Silvio Berlusconi in Italy. To avoid multimedia being controlled by political leaders keen to promote themselves, there should be a matching public policy to test multimedia's potential for open democratic decision-making.

A public policy to promote electronic democracy could usefully learn from the "televote projects" in Oregon and Hawaii, in which voters were sent packages of information and argument before a televised town meeting, at which viewers could register votes electronically.

From California to New Zealand, democratic experiments with the new communications technologies are under way. Europe should join the pack.

A fuller version of these arguments is in articles by Andrew Adonis, Geoff Mulgan and Charles Leadbeater in the current *Demos Quarterly*, from 9 Brixton Road, London EC4V 6AP

## Yodelling at the moon

Craving another international organisation is understandable; going after two more may be thought a trifle glib. Not only does Geneva want to play host to son of Gatt – the new World Trade Organisation – now it wants to become the world's environmental capital as well.

The Swiss parliament has voted SF75m to transform the old seat of the League of Nations into a "House of the Environment". The Palais Wilson, on the shores of Lake Geneva, is intended to be home for the European arm of the United Nations Environment Programme – which has its headquarters in Nairobi – as well as a number of other environmental non-governmental organisations. Behind the cash is the Swiss hope that the UN can be persuaded to keep in Geneva the secretariats dealing with biodiversity, climate change, desertification, toxic waste and endangered species. But it has a fight on its hands. Bonn is fighting tooth and nail to get the WTO.

Yesterday Switzerland upped the ante, saying as part of its WTO bid package it would allow Islamic diplomats – for all international bodies – to register two wives, against the current practice of permitting just the one. Geneva's hopes of remaining a

centre for international affairs have recently taken a bashing. It's lost the UN Commission for Sustainable Development and much of the Department of Humanitarian Affairs to New York. Perhaps it should content itself with the WTO and have done with it.

### Knock-down prices

If in doubt, pick on the immigrant. Venezuela's large community of Portuguese immigrants is feeling the sharp end of a government drive against inflation and so-called "price speculators".

President Rafael Caldera's officials have raided enterprises large and small, including many owned by Portuguese immigrants. Among yachtsmen's yachts, have been confiscations of goods, laid out at "popular" prices by the authorities.

Oddly enough all this is taking place after a diplomatic love-in between President Caldera and António Guterres, Portugal's prime minister – who paid an official visit to Venezuela in June. What can have passed between them?

### Not yet licked

If you can't beat them, get them to join you. So must think Britain's Union of Communication Workers, which has hired Lowe Bell Political,

## OBSERVER



"I'm go-getting and impartial"

part of Sir Tim Ball's public relations outfit, to lobby backbench Conservative MPs against the government's plans for partial privatisation of the Post Office.

Sir Tim built his reputation by working for the Tories. He helped the Coal Board beef up its PR campaign during the 1984 coalminers' strike. Nor should we forget his key role in all Baroness Thatcher's general election victories.

Thus who better, reasons the UCU, to persuade disgruntled Tory backbenchers of the need to keep the Post Office public? And Sir Tim's advice comes relatively cheaply too – an initial three-month contract costing "in excess" of

£10,000 a month. Watch closely who poses Post Office questions in the Commons, after the summer recess...

### Dog's breakfast

Collectors of bizarre acronyms may be tickled to learn that the Asian Regional Forum, a talking shop embracing south-east Asia, the US, China, Russia and others to discuss Asian security issues, will hold its first meeting in Bangkok on July 25. Asian diplomats working on the meeting are puzzled by their Australian counterparts making the noise "ari ari" on every conceivable occasion. Well, it is the year of the dog, after all.

### Market forces

If Mohammed won't move to the mountain, then the mountain must shift instead. Dissatisfied with the number of business types willing to trek across London to St James's Square, the Royal Institute of International Affairs is next Monday heading east, to get nearer its putative corporate audience.

At the Bank of England's first "Chatham House in the City" meeting the speaker will be Celso Amorim, foreign minister of Brazil, a country the Institute sees as an "emerging market". Admission is "by ticket only" and would-be

participants were supposed to apply by July 4.

As of yesterday, however, the lecture was far from being a sell-out. Presumably because, as the old Brazilian adage has it: "Brazil is the land of the future – and always will be".

### Democratic oafs

Sir Crispin Tickell, formerly Britain's UN ambassador and now head of Green College, Oxford, recently served up a current Russian epigram, gleaned from a dinner he attended at Westminster School.

Translated from their own Russian by two Westminster scholars, it goes like this: "The rise of Zhirnovsky goes to show that evil's not confined to Uncle Joe."

And Russia learns the lesson, sad but true, Democracy produces bastards, too.

### Injector seat

There is good news and bad news. The good is that despite the swinging cuts announced by Britain's defence minister Malcolm Rifkind yesterday, the Red Arrows, the internationally famous Royal Air Force aerobatics team, is to be left intact and soaring. The bad is that the Ministry of Defence is seeking sponsorship for the unit. Aeroflot is thought to be keen...









## INTERNATIONAL COMPANIES AND FINANCE

## Strong yen lifts first-half turnover 16% at Schering

By Michael Lindemann  
in Bonn

Schering, the Berlin-based pharmaceuticals group, said turnover in the first half of 1994 had risen 16 per cent over the same period a year ago and would be 12 per cent higher for the year as a whole, totalling DM4.6bn (\$2.82bn).

However, Mr Giuseppe Vita, chief executive, warned that the company would have to double its present 5 per cent profit margin over the next five years if it was to keep abreast of its US competitors.

The improved turnover was due partly to a strong yen but mainly reflected better sales across a range of pharmaceutical products, including contra-

ceptive pills and Betaseron, the first effective treatment for multiple sclerosis.

The company, which is now focused exclusively on pharmaceuticals following the sale of its agrochemicals division, gave no details about profits so far this year. Full results for the first six months would be released at the beginning of August, the company said.

The group said earlier this year that first-quarter earnings had risen 2 per cent to DM124m and forecast that earnings for the year would match last time's DM254m, 3 per cent down on the year before.

In the first two months of 1993, turnover had risen by 21 per cent over the year before but the company said this

jump was relative to low sales in the same period in 1993, when health reforms in Germany had dented sales.

Continued uncertainty about health reforms in various countries, including the US, would put pressure on pharmaceuticals producers, but 1994 sales of Betaseron would reach the DM300m already forecast, the company said.

Schering's turnover totalled DM5.36bn last year but this included the agrochemicals division, which was put into a 40/60 joint venture with Hoechst, the German chemicals group, at the beginning of this year. The improved 1994 turnover forecast is based solely on sales of pharmaceutical products.

relatively high risk liability business, specialising in the insurance of North American companies and professionals against legal awards. Most of the business was written through HS Weavers (Underwriting) Agencies between 1972 and 1990.

Mr Chris Hughes and Mr Ian Bond, of Coopers & Lybrand, administrators of the insolvency scheme, said "recent developments in the US liability market" were responsible for the higher losses.

The companies had been hit by legal awards against the manufacturers of silica breast implants and against accountants, as well as by asbestos and pollution-related actions.

Despite the increased liabilities, the administrators expect eventually to be able to pay 40 cents for each dollar of claims, the same percentage payout as they estimated a year ago.

"We have collected some \$90m more cash than we forecast last year, reflecting good progress with reinsurers."

The administrators have set aside \$563m as a first payment to creditors. Payments will be made by September 30.

Claimants on policies sold by Kingscroft Insurance and El Paso Insurance will receive 8 cents in the dollar. Those on Lime Street will receive 9 cents, on Walbrook 4 cents and on Mutual Reinsurance 5 cents.

Claims and payments will be made over a 10 to 20-year period.

## Shares slide despite rise at Great Universal

By David Wighton in London

Great Universal Stores, the UK mail order and financial services group, has extended its 46-year record of consistent growth with a 9.4 per cent increase in pre-tax profits, to £518.9m (\$814.1m) for the year to March.

The shares, however, slipped 25p to 562p on the announcement that the company had no plans to spend its £1.46bn cash pile.

Since the company enfranchised its "A" shares last year, there has been speculation it would buy in some of its shares, or pay a special dividend.

Mr Richard Pugh, deputy chairman, said a buy-in was "under review", but stressed that it had not been "fully explored". He said the group had looked at potential acquisitions, but the vendors were asking too much for goodwill.

Dividends are being increased by 18 per cent to 13p, with a final of 9p, but cover remains above 2½ times with earnings per share up 9 per cent at 34.3p.

Last year, strong growth in operating profits offset the fall in returns from the cash holding, which was due to lower interest rates. Operating profits rose 17 per cent to £414m, and would have been £3.8m higher at constant exchange rates, but for the fact that net interest receivable fell to £101.8m from £117.2m.

Mr Pugh said the improving trend had continued into this year, with sales and pre-tax profits in the first two months "somewhat ahead" of the comparable period. However, the company cautioned that consumer demand remained "selective".

All the group's trading divisions turned in higher profits last year, with the home shopping contribution up 21 per cent at £194.2m, on turnover up 6 per cent at £1.85bn. The finance businesses turned in £67.3m against £53.5m at the operating level. Profits from Burberrys and Scotch House jumped 44 per cent on sales of £200.9m against £170.6m.

Lex Page 14

## BT investors critical of executives

By Norma Cohen and Andrew Adonis in London

A stockbroker's survey has shown that some of British Telecommunications' largest shareholders are either unenthusiastic or critical of the company's top three executives.

The survey was conducted over two weeks through Cazenove, BT's broker, which promised anonymity.

Yesterday BT confirmed that "structured interviews" had taken place with 15 of its largest institutional investors.

"Some of the responses were good, some indifferent, and some could be described as giving cause for concern," the

company said. It added, however, that it was confident there was no criticism of individuals.

Shareholders, meanwhile, said privately they had been lukewarm, at best, about the top three executives. The three are Sir Iain Vallance, chairman and chief executive, Mr Michael Hopper, managing director, and Mr Robert Brace, finance director.

"We told them we viewed Sir Iain as sort of a figurehead, and we are not really too sure about exactly who is running the company," said one shareholder.

Another said that while they thought Sir Iain was doing a reasonable job under difficult

circumstances, they could not comment on the other two men, because they were unsure of exactly what they did.

As well as questions about the senior executives, shareholders were quizzed on six critical areas of BT's business: profits, dividends, regulation, competition, cable and overseas activities.

According to company sources, the interviews were motivated partly by concern at the steep fall in BT's share price in the first half of the year, and a belief that City confidence in the company required boosting. BT's share price fell by nearly a quarter between February 1 and July 1.

BT conceded that it was the

company's first such approach to its large shareholders. However, it declined to disclose the results or say whether the survey had been authorised by the board.

The shareholders said they were surprised by the survey. They said that a company of BT's size would usually use an investor relations professional to conduct face-to-face interviews if it became concerned about how it was perceived in the City of London.

"It's a very odd way of conducting your shareholder relations," said one leading investor, noting that in recent years BT had been aloof from its largest investors.

## Fresh Creditanstalt bid likely

By Eric Frey in Vienna

The German insurance group Allianz is considering a bid for a majority stake in Creditanstalt, the Austrian bank, according to an Austrian newspaper report.

Citing unnamed sources, the Vienna newspaper Standard said a delegation of Allianz officials would meet Austrian finance ministry officials today in Vienna for exploratory talks.

A spokesman for Allianz in Munich declined to comment on the report, citing German insider trading laws.

An offer by Allianz would add a new twist to the battle over Austria's second largest bank, which is already being sought by CS Holding, the Swiss banking group, and a

consortium that includes Commerzbank of Germany, Italian insurer Generali and various Austrian companies.

The government, which owns 49 per cent of Creditanstalt equity and 70 per cent of its voting stock, wants to sell part of its holding before the end of the year.

At current stock market prices, the government's stake in Creditanstalt is worth about \$1.3bn.

Austria's finance minister Mr Ferdinand Lacina, a social democrat, is known to favour the CS Holding bid because it would make Creditanstalt part of a strong international banking group.

CS Holding, the Swiss financial group built around the Credit Suisse bank, has promised to retain Creditanstalt's

independence if its offer is accepted.

However, the prospect of a large Austrian bank becoming a subsidiary of a Swiss bank has aroused strong national opposition to the offer.

The Conservative People's party, the junior coalition partner, favours the Austrian/Italian/German consortium.

In these circumstances, a bid by Allianz could be seen as the best solution for both sides and therefore an acceptable compromise. It would be Allianz's first move into banking.

Mr Lacina has postponed his decision until after the parliamentary elections in October, and has asked outside experts to evaluate the various offers in the meantime.

## Steady first half at Banco Popular

By Tom Burns in Madrid

Banco Popular, the big Spanish bank majority-owned by foreign institutions, has turned in a resilient performance for the first half of 1994.

Pre-tax profits were Ptas44.1bn (\$350m), a 4.6 per cent dip on the same period a year ago. After lower tax, net income was 1.9 per cent higher at Ptas30.2bn.

Net interest revenue fell 2.8 per cent to Ptas79.8bn, reflecting the sharp drop in interest rates between the two six-month periods and the resulting squeeze on margins.

The net interest fall was less than some analysts had predicted and suggested the possibility of more buoyant results in the second half of this year.

Popular's balance sheet strength was underlined by total assets of Ptas3,038bn at end-June, 6.1 per cent up on December 1993 and 4.7 per cent up on June 1993.

Popular's loans and discounts portfolio grew by 3.4 per cent in the half year and by 7.2 per cent over the past 12 months. The ratio of non-performing loans to total risks fell to 2.79 per cent, down from 2.90 per cent at end-March and 2.93 at end-December.

Popular is the first of the big Spanish banks to report interim figures and its performance appears to set a strong standard for the results season.

## KWELM claims could climb

By Richard Lapper in London

Claims on the insurance subsidiaries of London United Investments, the financial conglomerate which crashed four years ago, could climb to \$10.8bn, according to the companies' administrators.

Insurance liabilities faced by the subsidiaries - known as the KWELM companies - have increased to \$8.2bn, compared with \$4.7bn a year ago.

An additional reserve - a so-called "special margin" - has also been increased by \$800m to \$4.5bn. The insolvency of the KWELM companies is regarded as the biggest in the history of the insurance industry.

The companies underwrote

## Greece to privatise parts of DEP units

Greece is to privatise a minority stake in subsidiaries belonging to the state-owned Public Petroleum Corporation (DEP), Reuters reports from Athens.

"The government has decided to float a minority share in subsidiaries of DEP via the stock exchange without transferring strategic decisions to private individuals," said Mr Andreas Papandreu, prime minister.

Earlier this year Mr Manolis Daskalakis, DEP's managing director, said between 20 and 25 per cent of EKO refinery and Hellenic Aspropyrgos Refinery (ELDA) would be floated on stock markets in Greece and abroad, including New York.

The part-sales, which would also include an unspecified percentage of DEP itself, would begin by early 1995, Mr Daskalakis said. DEP's 1993 pre-tax

profits were Dr25.1bn (\$108.2m) and the company is expected to top Dr30bn this year.

Greece's socialist government, which came to power last October, has said it is willing to float minority stakes in state companies but will retain management of the enterprises.

A 25 per cent stake in Greek Telecommunications is scheduled to be floated on the stock market.

## Strength in German M&amp;A Worldwide

<p>A. Krombach &amp; Söhne GmbH &amp; Co</p> <p>has been sold to</p> <p>Allied Lyons PLC</p> <p>We advised the vendors in this transaction</p> <p>Morgan Grenfell GmbH July 1993</p>	<p>Raab Karcher AG</p> <p>has acquired 20% of</p> <p>Hildt Haustechnik AG, Austria</p> <p>We advised Raab Karcher AG in this transaction</p> <p>Morgan Grenfell GmbH September 1993</p>	<p>Aegis Group plc</p> <p>has acquired 50% of</p> <p>HMS Media-Beratung GmbH and HMS-Service GmbH</p> <p>We advised Aegis in this transaction</p> <p>Morgan Grenfell &amp; Co. Limited, Morgan Grenfell GmbH November 1993</p>	<p>Heidelberger Zement AG</p> <p>has acquired 42.6% of</p> <p>Cimenteries CBR S.A.</p> <p>We advised Heidelberger Zement AG in this transaction</p> <p>Morgan Grenfell GmbH Morgan Grenfell &amp; Co. Limited December 1993</p>
<p>Körber AG</p> <p>has acquired</p> <p>Fabio Perini SpA</p> <p>We advised Körber AG in this transaction</p> <p>Morgan Grenfell SpA Morgan Grenfell GmbH December 1993</p>	<p>Hannover Papier AG</p> <p>has sold</p> <p>Papierverarbeitung Sachsia GmbH to Gascogne S.A.</p> <p>We advised Hannover Papier AG in this transaction</p> <p>Morgan Grenfell GmbH December 1993</p>	<p>Markt &amp; Technik Verlag AG</p> <p>has sold its book and software businesses to</p> <p>Paramount Publishing Inc.</p> <p>We advised Markt &amp; Technik Verlag AG in this transaction</p> <p>Morgan Grenfell GmbH December 1993</p>	<p>ASKO Deutsche Kaufhaus AG</p> <p>has sold a 19% shareholding in</p> <p>Praktiker AG to a consortium of Deutsche Bank AG, Berliner Bank AG, Allianz AG Holding and DG Bank and a further 10% to the Hirsch Group</p> <p>We advised ASKO Deutsche Kaufhaus AG in this transaction</p> <p>Morgan Grenfell GmbH December 1993/January 1994</p>
<p>Devalit van Deest GmbH &amp; Co. KG</p> <p>has sold its UK business to</p> <p>Linpac Mouldings Limited</p> <p>We advised Devalit van Deest GmbH &amp; Co. KG in this transaction</p> <p>Morgan Grenfell GmbH February 1994</p>	<p>Courtaulds plc and Hoechst AG</p> <p>have combined their viscose and acrylic fibre businesses in a joint venture</p> <p>We advised Courtaulds plc in this transaction</p> <p>Morgan Grenfell &amp; Co. Limited Morgan Grenfell GmbH April 1994</p>	<p>Westinghouse Electric Corp.</p> <p>has sold</p> <p>Controlmatic GmbH to subsidiaries of Compagnie Générale des Eaux</p> <p>We advised Westinghouse Electric Corp. in this transaction</p> <p>Morgan Grenfell GmbH April 1994</p>	<p>Honeywell AG</p> <p>has sold</p> <p>Honeywell-ELAC-Nautik GmbH to Allied Signal Inc.</p> <p>We advised Honeywell AG in this transaction</p> <p>Morgan Grenfell GmbH April 1994</p>

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## INTERNATIONAL COMPANIES AND FINANCE

## Further slide in trading revenues at JP Morgan

By Richard Waters in New York

The upheaval in world financial markets touched off by a series of US interest rate increases in recent months led to a further fall in trading revenues at J.P. Morgan, the US bank, in the second quarter of the year.

The bank's earnings from trading dropped to \$228m in the three months to June, less than half the average quarterly income of \$514m seen in 1993, a record year.

The bank said it had not suffered any significant losses in particular markets, but had seen "modest positioning losses" in some fixed income, foreign exchange and swaps markets.

The lower income levels also reflected a decision to reduce its exposure at a time of market turmoil, the bank added. The lower trading income, which compared with \$620m in the same quarter of 1993, was the main factor behind a fall in non-interest revenues to \$228m, from \$1.1bn in the same period a year earlier.



Sir Dennis Weatherstone: bank's exposure reduced

Net interest revenue rose by 27 per cent to \$540m, due mainly to the receipt of \$36m of past due interest on Brazilian bonds together with \$50m of interest on income tax refunds.

After-tax profits were bolstered, though, by a \$26m gain from the previously announced sale of part of the bank's interest in Colum-

bia/HCA, the US hospital group.

As a result, J.P. Morgan was able to report net income of \$500m, or \$1.73 a share, compared with \$431m, or \$2.12 a share, in the same period a year earlier. The annualised return on equity slipped from 23.5 per cent to 14.8 per cent, as shareholders' funds grew further to \$9.7bn, from \$8bn a year before.

Sir Dennis Weatherstone, chairman, said that trading with customers had remained at the high level of last year's second quarter, in spite of the fall-off in trading income.

He pointed to advances in income from investment management and operational services, as well as gains from equity sales, as an indication of the bank's efforts to diversify its earnings.

For the first six months of the year, net income was \$685m, or \$3.43 a share, down from \$726m, or \$3.59 a share, in the first half last year.

In early trading yesterday, J.P. Morgan's shares had fallen 3% to \$60.90 on mild disappointment at the results.

## Canadians buy into Peru power

By Sally Bowen in Lima

Ontario Hydro, the world's fourth-largest power company, is making its first incursion into Latin America.

In association with Chilquinta, a Chilean electricity company, it has bought a 60 per cent stake in Edelsur, one of Peru's formerly state-owned electricity businesses. Edelsur covers the southern half of the capital, Lima.

The consortium, known as Ontario Quinto, bid more than \$212m for a controlling stake. The northern sector, Edelnor, was sold for \$176.5m to a Peruvian-Chilean-Spanish consortium. The principal partners are Spain's Endesa, and Enerdis and Chilctra of Chile.

Perelec, a third consortium made up of Electricité de France and SAUR, both of France, Honston Industries of the US and Peru's Banco Wiese's investment arm, bid only for Edelsur, but their offer was some \$75m lower than Ontario-Quinta's.

The nationwide generation and distribution company, Electropuerto, will also be sold.

## Woolworth counts cost of change

Diversification has not been a success, reports Richard Tomkins

Frank Winfield Woolworth, the farm boy who founded the Woolworth empire in 1879, was known as a brilliant retailing entrepreneur. His skills are badly missed at the company that bears his name today.

With annual sales of nearly \$10bn, Woolworth still ranks as one of the world's biggest and best-known retailers. For years, however, it has been struggling unsuccessfully to keep up with retail change in the US and overseas.

On Wednesday, the company was forced to acknowledge the extent of its financial difficulties by slashing its quarterly dividend from 25 cents a share to 15 cents, the lowest level since 1987.

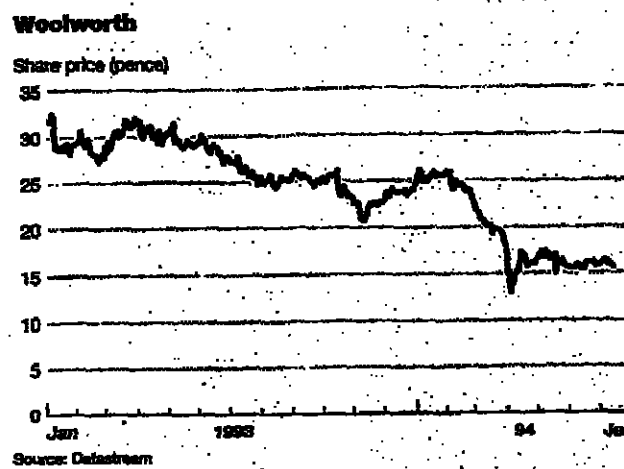
This was just the latest, however, in a series of troubles afflicting the company.

Last year Woolworth undertook a huge restructuring in an attempt to bolster its flagging performance. It closed 970 stores across North America, including half its traditional general merchandise stores and a third of its Kinney shoe stores, at a cost of \$726m before tax.

Even ignoring the restructuring charges, operating profits slumped from \$74m the previous year to just \$73m in 1993. The company blamed disappointing sales and the need for heavy markdowns to clear goods. It reported net losses for the year of \$485m compared with net profits of \$20m the previous year.

The poor performance has continued into the current year: first-quarter losses worsened from a restated \$24m net loss last year to \$38m, dashing hopes that the restructuring alone would be enough to bring profitable growth.

Once a bastion of US corporate respectability, Woolworth astonished Wall Street and the



Source: Datastream

US business community two months ago by revealing that employees had fiddled the previous year's quarterly results to make losses look like profits.

An investigation into the deceit failed to attribute blame, but it resulted in the resignation of Mr Charles Young, the chief financial officer, and the demotion to vice-chairman of Mr William Lavin, previously chairman. Mr Lavin remains chief executive.

Last month Standard & Poor's, the credit rating agency, downgraded Woolworth's debt from A minus to triple B plus with a negative outlook, citing weakness in the company's general merchandise and Kinney shoe store operations, and concerns about continued reliance on Kinney's Foot Locker as the main driver of profitability.

The root cause of Woolworth's problems lies in its failure to find a winning formula to replace the five-and-dime variety store concept on which it was founded.

The format has been in decline for 30 years amid a

shoe stores, the Silk & Satin lingerie stores, the Northern Reflections women's casual wear stores, and the After Thoughts handbag and accessory stores.

The result is that Woolworth, best known for its variety stores, is now the world's biggest specialty retailer.

However, as with Woolco, the diversification has not proved a financial success. The only specialty retailer to have made a significant profit over the years is Kinney Shoe, the subsidiary that runs the Foot Locker stores - and its contribution to operating profits slumped from \$88m to \$126m last year.

Overall, operating profits from the specialty store operations, before restructuring charges, fell from \$415m to \$136m last year, with Kinney accounting for the bulk of both figures.

With the fashion for sports shoes giving way to more rugged footwear, analysts are now asking whether Woolworth's only successful diversification is in decline.

In a sense, Woolworth's decision to slash the dividend is part of its response to these fears.

The size of the pay-out had looked unsustainable in the light of the company's financial performance, and halving it will leave the company with more money to invest in its specialty retailing formats.

The company also tried to reassure investors by putting Mr Ronald Berens, previously head of Kinney Shoe, in charge of all its specialty retailing operations worldwide.

Even so, the languishing share price down another 3% in early trading in New York yesterday at \$15.45 - says the market has little confidence in the future.

This announcement appears as a matter of record only, all of the securities having been sold.

## U.S.\$135,150,000 Global Offering

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June 1994

## Tyco to acquire Kendall

By Richard Waters

Tyco International, a diversified US manufacturer, is to acquire Kendall International, a maker of disposable medical products, in an all-stock deal valued yesterday at \$1.28bn.

The acquisition will give Tyco, formerly Tyco Laboratories, a bigger presence in a market that it estimates to account for annual sales of \$200m in the US, and \$500m worldwide.

Some 80 per cent of Kendall's revenues, which in 1993 amounted to \$816m, are in dis-

posable medical products, from wound care items, used in hospitals, to therapeutic hosiery sold through retail outlets.

About 17 per cent of the company's sales come from outside the US, with local manufacturing and distribution facilities in Europe, the Far East and Latin America.

Tyco, more than half of whose \$3.3bn sales come from fire protection systems, derives only \$90m of its revenues from medical products at present.

The merger is part of a move by Tyco to "translate our manufacturing expertise in packaging into higher margin prod-

ucts in the disposable medical products market", said Mr Dennis Kozlowski, chairman and chief executive.

The combined business would be grown in the US and internationally, in part through other acquisitions, he added.

Tyco said the transaction would not dilute its earnings per share, partly because it planned to buy back 2.5m of its shares after the deal was completed.

However, Tyco's shares slipped 1% in early trading, to 45%. Kendall's share price jumped 3%, to \$54.

## Mixed results at US forestal groups

By Laurie Morse in Chicago

US paper and forest products groups continue to report mixed second-quarter results. Boise Cascade yesterday showed a decline in second-quarter losses, to \$19.2m, or 66 cents a share, from losses before special charges of \$22.1m, or 85 cents, in the same 1993 quarter.

Louisiana-Pacific, meanwhile, reported record second-quarter earnings, at \$81.0m or 75 cents a share, up from \$65.7m, or 60 cents, in the 1993 second quarter.

Second-quarter sales at Boise Cascade were \$1.1bn, up from \$974m a year ago.

The company said most of

the sales improvement stemmed from recent acquisitions in its office products business, and from rising demand in its building products sector. That sector's earnings also improved because the price of logs, the raw material for building products, moderated during the quarter.

However, operating losses in Boise Cascade's paper segment deepened during the quarter. The company said average prices for its largest-volume grades, uncoated free sheet and newsprint, were down about 6 per cent.

Weak prices, it added, were only partly offset by lower unit manufacturing costs and increased volume.

Sales at Louisiana-Pacific rose to \$775m from \$697m a year ago.

"Although the quarter started off slowly, as questions about interest rates put some building products buying decisions on hold, business picked up steadily during the quarter," said Mr Harry Merlo, chairman.

"As we enter the second half of the year, numbers for housing starts, building permits and existing home sales are strong," he said.

Mr Merlo said the company's pulp market had also improved dramatically over a year ago, with the prices of some grades rising by as much as 75 per cent.

## Videotron profits slip to C\$19m

By Robert Gibbons in Montreal

Videotron, the Canadian communications group developing cable television franchises in southern England, recorded lower profits for the first nine months of fiscal 1994, mainly due to problems with its Montreal broadcasting unit.

The Canadian cable-TV business continued to grow and was profitable, and the UK cable and telecommunications operations reached 11 per cent of Videotron's total consolidated revenues.

For the first nine months ended May 31, consolidated net profit was C\$19m (US\$14m) or 12 cents a share, down from C\$22m, or 15 cents, a year earlier on revenues of C\$457m, up 8.7 per cent.

Videotron said heavier depreciation stemming from expansion of the UK operations also reduced consolidated earnings.

Alcan Aluminium plans to sell its two North American building products divisions, with annual revenues of US\$425m, to Genstar Capital, an industrial group whose subsidiaries include Wolverine Tube, a leading US producer of copper tubing.

The Alcan divisions employ 1,800 in 18 plants and distribution centres, mainly in the US. They make aluminium, vinyl and steel building products.

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NOTICE IS HEREBY GIVEN to Unitholders that The Korea 1990 Trust, managed by Citicorp Investment Trust Management Co. Ltd, has declared a dividend in the Republic of Korea amounting to Won 25,000 per Certificate in respect of 1,000 units, payable on or after August 2, 1994. Payments of Coupon No 5 of the International Depositary Receipts, will be made on or after August 2, 1994 against presentation of the Coupons to the Depositary or to one of the Depositary Agents listed below, (in the case of holders of bearer IDRs), or (in the case of holders of registered IDRs) to the Depositary if the Depositary is satisfied with the Register on the Record Date - June 30, 1994:

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63 Rue du Rhône, CH-1204 Geneva, Switzerland

The amount of dollars payable in respect of Coupons presented to an Agent of the Depositary by the Close of Business on July 29, 1994 shall be the net proceeds of the sale of the amount of Won for US dollars at the prevailing telegraphic transfer selling rate of US dollars for Won as quoted by a foreign exchange bank in Korea on the day on which the relevant transfer is made.

The dividend proceeds will be distributed to IDR holders in proportion to their respective entitlement and after the deduction of all taxes and fees, charges, duties and expenses of the Depositary.

All Certificate holders are required to submit the name and address of a bank in New York and a US dollar account number for payment, or an address for which payment should be sent by US dollar cheque.

All holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment at a lower rate of the Korean non-resident withholding tax, on condition they furnish either to the Depositary or through one of the designated Depositary Agents, a certificate showing their residence, together with a copy of the Certificate of Incorporation or, for individuals, a copy of their passport. These documents are requested by the Korean National Tax Administration Office as evidence of residence.

Without such proof of residence, the full tax rate of 26.875 per cent. Korean non-resident withholding tax will be retained.

All documents should be submitted to the Depositary or a Depositary Agent by July 29, 1994.

Chase Manhattan Bank Luxembourg S.A.  
as DepositaryDAEHAN BLUE-CHIP INDEX TRUST  
International Depositary Receipts  
Evidencing Beneficial Certificates  
representing 1,000 Units

Notice is hereby given to the Unitholders that Daehan Investment Trust Co. has declared a distribution of Won 24,000 per IDR of 1,000 units payable on or after August 8, 1994 in the Republic of Korea. Payments of Coupons No. 1 of the International Depositary Receipts will be made on or after August 16, 1994 in US dollars at one of the following offices of Morgan Guaranty Trust Company of New York:

- Brussels, 35 Avenue des Arts  
- New York, 60 Wall Street  
- London, 60 Victoria Embankment  
- Frankfurt, 44-46 Mainzer Landstrasse  
- Zurich, 38 Stockenstrasse

The amount of dollars shall be the net proceeds of the sale of the amount of won at the telegraphic transfer selling rate quoted by a Korean Exchange Bank in the Republic of Korea on the day of remittance by the manager and will be distributed to the Unitholders in proportion to their respective entitlements after deduction of all taxes and charges of the Depositary.

Holders residing in a country having a double taxation treaty with the Republic of Korea may obtain payment of their coupons at a lower rate (see table herebelow) of the Korean non-resident withholding tax, on condition they furnish either to the Depositary or through one of the designated sub-paying agents a certificate showing their residence together with a copy of the Certificate of Incorporation or a copy of the passport for individuals. These documents are requested by the Korean National Tax Administration Office as evidence of residence and without them the full rate of 26.875 per cent Korean non-resident withholding tax will be retained.

Table: Withholding income tax rates applicable to holders.

Non residents in the Republic of Korea	Resident of
5	Mongolia
10	Hungary, Poland
12	Japan
12.5	Pakistan
15	Austria, Austria, Bangladesh, Belgium, Brazil, Denmark, Egypt, Finland, France, Germany, Indonesia, Israel, Italy, Luxembourg, Malaysia, Netherlands, New Zealand, Norway, Singapore, Sri Lanka, Sweden, Switzerland, Tunisia, United Kingdom
16.125	Canada, U.S.A.
20	India, Turkey
26.875	Thailand, Philippines

Any distribution undistributed by a holder shall be held at the separate account and be returned to the trust at the expiration of five years from the date on which this distribution first became payable.

Depositary: Morgan Guaranty Trust Company of New York  
35 Avenue des Arts, 1040 Brussels

JP Morgan



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## Thai group seeks 7-11 franchise for China

By Victor Mallet in Bangkok

Charoen Pokphand (CP), the Thai multinational that is one of the largest foreign investors in China, said yesterday it is bidding for the right to establish a network of Seven-Eleven convenience stores in China.

CP group has run the Seven-Eleven franchise in Thailand since 1988, and now controls a network of 320 stores. The Seven-Eleven name belongs to Southland of the US, which is in turn owned by Japan's Ito-Yokado.

CP said it was submitting a bid to Southland for the franchise in various zones of China. Bids must be in by the end of September.

CP's likely rivals in the bidding include the Seven-Eleven franchise-holders for Hong Kong and Taiwan, respectively Dairy Farm and the President Group. Dairy Farm, the food retailing side of Jardine Matheson, already has a franchise for Guangdong province in southern China, and has set up several Seven-Eleven shops in Shenzhen.

Of the new China zones on offer, Shanghai is regarded by retailers as one of the most promising. Southland is also considering introducing the Seven-Eleven name in Indonesia, CP executives say.

Asians are increasingly using modern retail chain stores instead of markets or individual shops. In Thailand alone, CP expects the number of Seven-Eleven outlets to rise from 320 to 400 by the end of this year, to 500 next year, and to 1,000 by 1997. CP also runs Makro cash-and-carry superstores in Thailand in a joint venture with SHV of the Netherlands.

Meanwhile, Dunkin' Donuts (Thailand) said it planned to invest \$3m in Vietnam over the next two years. It has just been appointed priority franchisee for the country by Dunkin' Donuts of the US.

Slam Commercial Bank says it has received approval from the Thai central bank to link up with the CP group to open a joint-venture bank in Hanoi, Vietnam. AP-DJ reports from Bangkok.

## Generating an appetite for foreign cash

China's Huaneng group is looking to the NYSE for fresh funds, writes Tony Walker

China's Huaneng group, the country's largest power generating organisation, has emerged as perhaps the most aggressive Chinese company seeking foreign capital abroad, with planned listings in New York of two of its subsidiaries.

Huaneng officials make no secret of their appetite for foreign capital to fulfil ambitious expansion plans to the end of this century. They include adding 15,000 megawatts of capacity to the existing 14,500MW under its control.

In addition, its coal mines will be extended to produce 30m tonnes by the year 2000, and a coal port will be equipped to handle 38m tonnes annually. An ambitious rail-road-building programme is also planned.

Mr Cao Leren, the group's senior engineer, describes as a "breakthrough" the prospect of the Huaneng International Power Development Corporation and Shandong Huaneng Power Development Company being among the first direct Chinese listings in New York.

"We need a tremendous amount of money to carry out our plans," Mr Cao says. The Huaneng official estimates that funding requirements will reach Yn150bn (US\$17.4bn) in the six years to the year 2000. Of this total, the company will contribute one-third from its own resources.

Another one-third will be raised domestically, much of it in the form of loans from the newly-established State Development Bank.

This leaves a further one-third, or about \$6bn, to be raised internationally, either through share issues, bonds or BOT (build-operate-transfer) equity ventures.

The group recently established China's first organisation specifically designed to channel funds into BOT projects. Called the BOT Investment and Development Corporation, its first project is a toll-road in partnership with Beijing municipality.

The Huaneng group is also pursuing an innovative strategy in its New York listings. Under the guidance of CS First Boston, Shandong Huaneng Power Development hopes to raise some \$400m through a public offering of 38.4m American depositary shares (ADS).

These will be a new class of shares, known as "N" shares, which will be offered to investors

in the US, Europe and Asia. "N" shares are similar in concept to the "B" shares listed on China's fledgling exchanges, and which are denominated in dollars for foreigners (China's yuan is not convertible). Each ADS will represent 50 ordinary "N" shares.

The company, under a new electricity tariff schedule, is aiming for a return of 15 per cent of its fixed net assets after costs and taxes. This is in line with guidelines set by the central government for a reasonable rate of return on equity investments in infrastructure projects in the power sector, under BOT-type schemes.

Shandong Power operates four power stations with total capacity of 1,800MW in Shandong province, south-east of Beijing. Huaneng International Power, 60 per cent owned by the Huaneng group, runs power stations in coastal areas with about 6,100MW under its control.

The China Huaneng Group grew out of a decision in 1985 to establish a conservation fund to convert oil-fired power stations to coal, and to build thermal stations. In 1988,

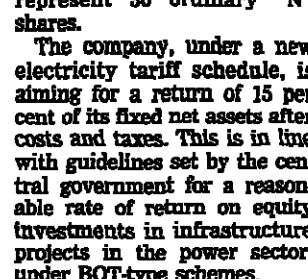
about one-third was hard currency-denominated. Net profit for the year was Yn2.2bn, double that of 1992.

In all, the group comprises 11 corporations and some 200 associated companies, concentrated in the power sector. However, it is also involved in real estate, trading and finance. Two of its power-operating companies are listed on Chinese exchanges, one in Shanghai and the other in Shenzhen.

Mr Cao, however, believes that foreign listings are "much more meaningful" for a company of Huaneng's size and diversity than a listing in Hong Kong, where nine Chinese entities have been listed, or on one of the mainland exchanges. This, he says, is because the pool of capital is so much larger.

Mr Cao seems confident - in spite of nervousness in the markets and indications that investors are having second thoughts about opportunities in China - that Huaneng will be well received. The two companies seeking listings, he observes, are both engaged in power generation in a country where there are "serious shortages of electricity".

Huaneng power installed capacity (MW)



Sources of capital (%)

Foreign	26.38
Domestic	28.45
Government grant	31.08
Bank loans	8.88
Others	1.72

Source: Company report

Huaneng became a group and is now one of China's 10 biggest companies. At the end of 1993, assets totalled Yn46bn against liabilities of Yn39.3bn. Borrowings amounted to Yn35bn, of which

Barclays research director Mr Martin Archer attributed the earnings slowdown to a consolidation among many companies following a sharp turnaround in the economy.

Metroplex raises resort stake to 85%

Metroplex, the Malaysian property, construction and hotel group, is to pay US\$9.1m for an additional 55 per cent stake in Subic Bay Resort (Hong Kong), writes Christine Hill. The deal raises Metroplex's stake in the resort to 85 per cent.

The holding is being bought from subsidiaries of Genting, the Malaysian investment holding company with interests in resorts, gaming, plantations and property.

Genting recently voiced its concern about the Philippine government's plan to develop Subic Bay, the former US naval base, and its intention to restrict access to casinos for foreign tourists.

Industrial earnings are expected to rise 21 per cent, while resource earnings are seen down 12 per cent, according to the survey, compiled of projections from 28 brokers. Many Australian companies will soon begin reporting annual results.

on the sale of its non-telecommunications subsidiaries. Cellular Communications (Celcom) contributed the bulk of profits, supplemented by smaller contributions from the Malaysian Helicopter Services (MHS) subsidiary.

Analysts were pleased with the results, but expressed concern about the company's closure policies. Earlier this year, UBS (East Asia), a member of the Union Bank of Switzerland group of companies, had to postpone an international offering of US\$400m in TRI euroconvertible bonds, after European fund managers objected to discrepancies in profit forecasts.

In the accompanying prospectus, TRI had forecast M\$128m in pre-tax profits for the full year 1994. However, many securities houses were anticipating a figure of more than M\$300m, based on analysts' meetings with the company.

Yesterday, the company told analysts it would not raise its full-year profit forecast, citing growing depreciation expenses. Many analysts, however, are still forecasting a full-year figure close to M\$200m.

TRI's chairman and majority shareholder is Mr Datuk Tajudin Ramli, a Malay businessman and protégé of the influential former finance minister Mr Tun Daim Zaiduddin. TRI and MHS are near completion of a demerger exercise, after which MHS will purchase a 32 per cent stake in Malaysian Airlines.

## Malaysian mobile phone group surges to M\$105m

By Christine Hill in Kuala Lumpur

Technology Resources Industries (TRI), the holding company for Cellular Communications Network (Malaysia), Malaysia's largest mobile phone carrier, has announced 85.6 per cent year-on-year growth in pre-tax profits, to M\$105.97m (US\$40.9m), for the first half of 1994.

The results were well within market expectations of between M\$95m and M\$120m. Group turnover grew 49 per cent to M\$887.1m compared with a year ago, and after-tax profits were up 120 per cent to M\$69.9m. The stock does not pay a dividend.

The company recorded an extraordinary gain of M\$126.1m

on the sale of its non-telecommunications subsidiaries. Cellular Communications (Celcom) contributed the bulk of profits, supplemented by smaller contributions from the Malaysian Helicopter Services (MHS) subsidiary.

Analysts were pleased with the results, but expressed concern about the company's closure policies. Earlier this year, UBS (East Asia), a member of the Union Bank of Switzerland group of companies, had to postpone an international offering of US\$400m in TRI euroconvertible bonds, after European fund managers objected to discrepancies in profit forecasts.

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## NEWS DIGEST

### Australian results poll

Australian corporate profits are expected to have risen by about 17 per cent in the year to June 30, down from the previous year's 29 per cent profit surge, according to a survey by Barclays Australia, Reuter reports from Sydney.

Earnings by industrial companies for 1993-94 will sharply outperform those by resource companies, the Barclays Australia Investment Services (Barcep) consensus earnings forecast said.

Industrial earnings are expected to rise 21 per cent, while resource earnings are seen down 12 per cent, according to the survey, compiled of projections from 28 brokers. Many Australian companies will soon begin reporting annual results.

Barclays research director Mr Martin Archer attributed the earnings slowdown to a consolidation among many companies following a sharp turnaround in the economy.

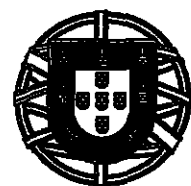
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New Issue  
July 15, 1994



## Republic of Portugal

DM 2,500,000,000

Floating Rate Global Notes of 1994/1999

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AKTIENGESELLSCHAFT

MORGAN STANLEY GMBH

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Prices for globally denominated floating rate notes of the Republic of Portugal, due 15 July 1994 to 17 January 1995, are shown below. The coupon rate is 5.625% per annum, interest payable on 17 January 1995. The principal amount is DM 2,500,000,000. The notes are denominated in DM 100,000 units.

Lot	Price	Yield	Price	Yield
1000	100.00	5.625	100.00	5.625
2000	100.00	5.625	100.00	5.625
3000	100.00	5.625	100.00	5.625
4000	100.00	5.625	100.00	5.625
5000	100.00	5.625	100.00	5.625
6000	100.00	5.625	100.00	5.625
7000	100.00	5.625	100.00	5.625
8000	100.00	5.625	100.00	5.625
9000	100.00	5.625	100.00	5.625
10000	100.00	5.625	100.00	5.625
11000	100.00	5.625	100.00	5.625
12000	100.00	5.625	100.00	5.625
13000	100.00	5.625	100.00	5.625
14000	100.00	5.625	100.00	5.625
15000	100.00	5.625	100.00	5.625
16000	100.00	5.625	100.00	5.625
17000	100.00	5.625	100.00	5.625
18000	100.00	5.625	100.00	5.625
19000	100.00	5.625	100.00	5.625
20000	100.00	5.625	100.00	5.625
21000	100.00	5.625	100.00	5.625
22000	100.00	5.625	100.00	5.625
23000	100.00	5.625	100.00	5.625
24000	100.00	5.625	100.00	5.625
25000	100.00	5.625	100.00	5.625
26000	100.00	5.625	100.00	5.625
27000	100.00	5.625	100.00	5.625
28000	100.00	5.625	100.00	5.625
29000	100.00	5.625	100.00	5.625
30000	100.00	5.625	100.00	5.625

Banco Comercial Portugues  
(Floating Rate Notes, Series I N, Due 1999)

US\$150,000,000  
Floating rate notes 1996

Notice is hereby given that for the interest period 15 July 1994 to 17 January 1995 the notes will carry an interest rate of 5.625% per annum. Interest payable on 17 January 1995 will amount to US\$12,500,000.25 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan

EMTN SGA  
ACCEPTANCE NV  
FRN DUE APRIL 1995  
USD 5,000,000  
SER 90/94/4, TR1

For the period July 12, 1994 to October 12, 1994 the new rate has been fixed at 5.32031 % P.A.  
 Next payment date: October 12, 1994  
 Coupon nr.: 2  
 Amount: USD 1359.83 for the denomination of USD 100 000

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 NOTICE IS HEREBY GIVEN that for the interest period 15th July, 1994 to 17th October, 1994, the interest rate will be 4.9575% per annum.  
 The interest payable on 17th October, 1994 against Coupon No. 2 will be U.S. \$12,500,000.25 per U.S. \$100,000 Note and U.S. \$1,250,000.25 per U.S. \$100,000 Note.

Bank of Montreal as Calculation Agent 15th July, 1994

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NOTICE TO HOLDERS OF UNITS IN THE KOREA TRUST

NOTICE IS HEREBY GIVEN that the Manager for the subject Trust, Deane Investment Trust Co., has confirmed that the final distribution is to be made on and after August 31st, 1994. Finalised data for the payment will be made on and after August 31st, 1994. Unit holders may now present Coupon No. 13 to the paying agent below. Value of the distribution is US\$100,000 per unit which will be paid in U.S. dollars at the current dollar selling rate quoted by the Korea Exchange Bank on the day of payment of the distribution is made. Distributions to non-residents of Korea will be subject to Korean withholding tax at 20.00 per cent. Residents of countries having a tax treaty with Korea may, upon presentation of a valid affidavit, in duplicate, resolve the distribution at the following reduced withholding tax rates.

5% - Hong Kong, Poland, 10% - Hungary, Poland, 12.5% - Pakistan, 15% - Australia, Austria, Bangladesh, Belgium, Brazil, Denmark, Egypt, Finland, France, Germany, Indonesia, Ireland, Italy, Luxembourg, Malaysia, Netherlands, New Zealand, Norway, Singapore, Sri Lanka, Sweden, Switzerland, Turkey, United Kingdom, 16.125% - U.S.A., Canada, 20% - India, Turkey, 20.00% - Thailand, Philippines. The valid affidavit required by the Korean Tax authorities must take the form of a copy of a statement, U.S. Court Certificate of Incorporation, or Certificate of residence issued by Federal or Local Government. An amended affidavit form C as used for the U.K. tax authorities is not acceptable. Residents of Belgium and the Netherlands should surrender two original copies of affidavit of residence issued by their tax authorities under the current tax treaties between them and Korea.

Paying Agent: JPMorgan Trust Company, N.A., in Brussels, Hong Kong, London, Tokyo, Zurich and Citibank (Luxembourg) S.A. in Luxembourg. Principal Paying Agent

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Banco de la Provincia de Buenos Aires  
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 Discount floating rate notes due 2003  
 For the period 15 July 1994 to 17 January 1995 the notes will bear interest as follows: Par Notes 3.753% per annum. Interest payable on 17 January 1995 will amount to: US\$56.35 per US\$



## INTERNATIONAL CAPITAL MARKETS

## US Treasuries sharply higher on solid demand

By Patrick Hoverson in New York and Corinne Middleman and Graham Bowley in London

Retail demand, short-covering by dealers, a dollar rally, news of higher weekly unemployment claims and rumours of a US invasion of Haiti all combined to push US Treasury prices sharply higher yesterday morning.

By midday, the benchmark 30-year government bond was up 1 at 84 1/2, yielding 7.567 per cent. The two-year note was also firmer, up 1/4 at 99 1/4, to yield 6.560 per cent.

Prices firmed from the start, with traders reporting solid demand from retail accounts, and the early gains forced some dealers to cover their short positions.

Sentiment was helped by the announcement that weekly state unemployment insurance claims rose by 19,000, a much higher increase than forecast.

Also, a 0.6 per cent rise in

June retail sales was slightly smaller than expected, and encouraged further buying, as did another rally in the dollar.

The final positive factor was a rumour that the US had invaded Haiti. Political unrest and the involvement of the US military in conflict abroad usually buoy Treasuries, as investors rush to buy more secure investments. Although yesterday's rumour proved false, it was enough to provide investors with another reason to buy government bonds.

European government bonds rallied strongly, boosted by the strength in US Treasuries, as the more positive mood of recent days continued.

However, the gains came in thin, futures-driven trade, with the French market closed, and analysts were sceptical about how long the rally will last.

"Confidence has returned with a better outlook for interest rates and inflation and

some institutional investors have come back to the markets relatively cash-rich. But it is also the elements of a classic bear squeeze," said Mr Stanley Joshi, chief economist at Daiwa Europe.

German bunds rose strongly in afternoon trading, on the back of US Treasuries and supply of bonds.

## GOVERNMENT BONDS

portive comments from Mr Hans Tietmeyer, president of the Bundesbank.

Although the dollar regained some ground against the D-Mark, bunds continued to benefit from the German currency's safe-haven status.

Mr Tietmeyer said the decoupling of international capital markets based on interest rate developments would not be easy, "but when the fundamentals are right and a pol-

icy of stability is clear then it is by no means ruled out".

Mr Michael Buerk of Citibank said: "These remarks are a sign that a key German official is hopeful, if not over-optimistic, that some decoupling might take place."

UK gilts rallied in late trading in line with bunds, and after the Bank of England announced that three tranches of existing government bonds had been exhausted.

Today, the Bank is expected to announce details of its next auction, which analysts expect to be of seven to 10 years.

Contrary to recent market recoveries when high-yielding bonds have outperformed the core markets, Italian and Spanish bonds tracked Germany at more or less stable yield spreads while the Swedish market weakened further. "This is a sign that the

long-term divergence trend remains intact," said Mr Kirt Shah of First Chicago.

The yield on the Swedish nine-year benchmark bond breached the psychologically important 11 per cent level to close some 18 basis points higher at 11.05 per cent. The 10-year yield spread over Germany widened by nearly 30 basis points to 426 basis points.

The market was hit by a triple whammy: a rise in the year-on-year inflation rate, an inconclusive special meeting of the parliamentary finance committee and a lukewarm reception for the government's latest T-bill auction.

Although Sweden's month-on-month inflation rate was unchanged, the year-on-year rate rose to 2.6 per cent in June from 2.3 per cent in May. Bonds also derived little support from the finance committee meeting, called in response to the recent falls in Sweden's financial markets.

Meanwhile, at its auction of three, six- and 12-month bills the National Debt Office managed to sell only SKR10.54bn of the SKR12.5bn offered.

Italian bonds tracked the other markets and closed more than a point higher, but failed to deliver the performance some had hoped for following Wednesday's announcement of the government's fiscal plans. The budget targets for 1994 and 1995, and plans to offset this year's deficit by 15,000bn, had been discounted in the market.

"Details were conspicuous by their absence," said Mr Ken Wattret, international economist at Midland Global Markets.

## Nikkei 300 futures fail to find favour

By Emiko Terazono in Tokyo

Dwindling trading volume in futures contracts on the capitalisation-weighted Nikkei 300 index is causing concern among Japanese financial officials.

The Nikkei 300 contract, listed on the Osaka Stock Exchange last February eventually to replace the price-weighted Nikkei 225 index, has failed to attract investor interest. OSE officials are now considering measures to revitalise trading, including a cut in the minimum trading unit.

Daily trading volume of the Nikkei 300 futures has been below 10,000 contracts since July 5, when volume hit the lowest level on record at 6,891 contracts. In value terms, daily turnover averaged around ¥70bn last month, almost 40 per cent lower than that of the Nikkei 225 futures, also traded on the OSE.

The Nikkei 300 was introduced after fierce debate over the negative impact of the Nikkei 225 futures on the main cash market. Some financial

authorities claimed that the price-weighted index was easily manipulated, and arbitrage trading between the futures and cash markets was responsible for the volatility in the underlying cash market.

In spite of the new contract's launch, most traders and investors have stuck to the more familiar Nikkei 225 futures, and the Nikkei 300 index itself has yet to become a stock market benchmark.

Mr Sadakazu Doi, chairman of the Japan Securities Dealers' Association, said the securities industry would strive to interest investors in the Nikkei 300 futures, adding that many securities industry executives wanted to nurture the index.

Meanwhile, Mr Goro Tatum, the association's Osaka representative, called for support from the finance ministry to promote the Nikkei 300 index futures.

Earlier this year, the Singapore International Monetary Exchange was given the licensing rights to trade futures and options contracts based on the Nikkei 300 index.

## Canadian dollar sector revived by deals aimed at retail buyers

By Tracy Corrigan

After several days dominated by large offerings aimed at institutional investors, the pattern shifted yesterday, as a spate of deals targeted at the retail investor emerged in the Canadian dollar sector.

There has been a revival of interest in the sector, due largely to a heavy schedule of redemptions of outstanding bonds - including a C\$650m Alberta deal - next month.

Many Benelux-based investors are looking for Canadian dollar bonds in which to reinvest following the redemptions, particularly since Canadian dollar yields are now higher

than those for Belgian and Luxembourg franc bonds.

Until yesterday's rush of C\$375m-worth of new issues, there had been little activity for about a month, but the forthcoming redemptions coupled with a strengthening of the Canadian dollar encour-

aged borrowers to return to the market, dealers said.

Canada's Federal Business Development Bank and Gerolamo's L-Bank both launched many of the deals, arranged by Barclays de Zoete Wedd and Goldman Sachs respectively,

while Norddeutsche Landesbank launched a five-year offering via Hambury Bank.

At the longer end, Société Québécoise d'Assainissement des Eaux, a provincial corporation, launched a 10-year deal, which would usually be long-dated for retail investors. However, the 10 per cent coupon is attractive to these buyers, who have been looking for this type of coupon for some time.

Dealers said that institutional investors are not looking at the market, and are waiting typically for larger, more liquid offerings.

In the sterling floating-rate note market, a unit of S.G. Warburg added £75m to an out-

NEW INTERNATIONAL BOND ISSUES									
Borrower	Yield	Coupon	Price	Maturity	Face	Spread	Book runner		
YBSI	10bn	4.00%	100.125	Nov. 1997	0.20%	-	MLynch/Mitchell Fin.		
Ford Credit Europe (S)	10bn	4.00%	100.125	Mar. 1999	0.20%	-	Deutsche Bank/Capital		
STERLING	75	(b)	99.875	Mar. 1998	0.175%	-	SG Warburg Securities		
SCW Finance (S)	125	6.825	99.89	Dec. 1997	0.1875%	+20 (a)	Goldman Sachs Int.		
CANADIAN DOLLARS	125	10.00	99.89	Aug. 2004	0.35%	+83 (b)(c)(d)	Wood Gundy		
SOAE	75	8.00	99.875	Dec. 1998	0.275%	+15 (b)(c)(d)	Henderson Bank		
Norddeutsche Landesbank (S)	75	8.50	99.844	Aug. 1997	0.1875%	+6 (a)	Barclays de Zoete Wedd		
AUSTRALIAN DOLLARS	100	4.50%	90.563	Jul. 1997	1.375	-	Nomura International		
Queensland Treasury Corp.	100	4.50%	100.00	Aug. 1998	-	-	Credit Suisse		
SWISS FRANS	100	5.50	100.00	Apr. 1998	-	-	BSL		
Yolowave (S)(b)(c)(d)(e)(f)(g)(h)	2.5bn	7.75	101.80	Apr. 2003	2.00	-	BSL		
LUDEMBOURG FRANS	2.5bn	7.75	101.80	Apr. 2003	2.00	-	BSL		

Final terms and non-callable unless stated. The yield spread (over relevant government bond) at launch is supplied by the lead manager. (a) Private placement. (b) Semi-annual coupon. (c) Fixed rate offer price; fees are shown at the re-offer level. (d) 3.40% to 10/11/95 then 3.80% to 10/11/96 and 4.30% thereafter. (e) Short 1st and 2nd coupon. (f) Fungible with £150m. Plus 35 days accrued. (g) Callable on Mar. 98 at par. (h) 5-year Libor +50bp. (i) Short 1st coupon. (j) Over interpolated yield. (k) Filing: 19/7/94. (l) Long 1st coupon.

## Record first half for OM

By Hugh Cornery in Stockholm

OM Group, the Swedish company which runs derivatives exchanges in Stockholm and London, yesterday reported a surge in pre-tax profits in the first half to SKR158m (\$21m) from SKR100m in the same period last year as turnover rose to record levels.

OM has been riding the recent heavy growth in derivative trading through its OM Exchange in the Swedish capital and the OMLX exchange in London.

Average daily turnover rose

in the first half to 133,891 contracts - a record for a six-month period - from the daily average of 92,553 contracts for all 1993 and 83,487 for the first half of last year. Operating revenues rose to SKR286.5m from SKR190.6m and operating profit more than doubled to SKR128m from SKR61m.

In May, OM decided to sell its financing businesses and pull out of a plan to participate in founding a new Swedish bank. The sale of OM Finance has yet to take place, but OM included costs of SKR4.8m in its first-half expenses incurred in the aborted bank project.

## WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS									
Coupon	Red Date	Price	Day's change	Yield	Week ago	Month ago			
Australia	9.00%	99.04	+0.250	9.58	9.58	9.61			
Belgium	7.25%	94.04	+0.350	7.78	7.78	8.11			
Canada	6.50%	94.04	+0.350	6.97	6.97	7.12			
Denmark	7.00%	129.04	+0.870	8.17	8.17	8.38			
France	8.00%	95.98	+0.250	8.50	8.50	8.57			
Germany	8.50%	94.04	+0.350	8.98	8.98	9.19			
Italy	8.25%	91.04	+0.400	8.70	8.70	9.08			
Japan	4.00%	94.04	+0.350	4.38	4.38	4.45			
Netherlands	5.75%	91.04	+0.250	6.18	6.18	6.25			
Spain	8.00%	95.98	+0.250	8.50	8.50	8.57			
UK Gilt	6.75%	110.04	+0.250	7.10	7.10	7.10			
US Treasury	8.25%	102.04	+0.250	8.58	8.58	8.58			
ECU (French Govt)	8.00%	94.04	+0.350	8.58	8.58	8.12			

London clearing, New York mid-day. 1/2 cent discounting on 1/2 cent per cent payable by overnight. Source: A&M International

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Restructuring charges of £111.6m but City pleased with result

## Rank declines to £16.3m

By Michael Skapinker, Leisure Industries Correspondent

The Rank Organisation yesterday reported an interim pre-tax profit down from \$96.1m to \$16.3m after restructuring charges totalling \$111.6m. But this was well above City expectations and the shares closed 13p higher at 404.5p yesterday.

Rank, whose interests include Butlin's holidays, casinos and the Hard Rock Cafés, said that after three difficult years there was an improvement in underlying trading in the first half.

Before charges, profits were up 41 per cent to £127.9m. The company had previously adopted a more cautious view of the recovery.

Pre-tax profit for the 26 weeks to May 14 was after a charge of \$49.6m, relating mostly to the closure of the video distribution business, and after the group's \$62m share of Rank Xerox's restructuring costs.

Profits from Rank Xerox, before restructuring costs, were up 38 per cent to \$94.6m. An improvement in video duplication lifted profits in the film and television division from £13.2m to £24.5m. The group said it expected a strong second half from the video duplication of the film Jurassic Park.

The Pinewood film studios also enjoyed increased operating profits. Odeon cinemas saw admissions rise 4 per cent and prices 1 per cent. The group

expects to benefit in the second half from the cinema success of the film Four Weddings and a Funeral.

The holiday division's profits rose from \$5.6m to \$7m. The number of holidays sold was up 12 per cent in the first half. Bookings for the summer, however, are only slightly up in volume and 3 per cent by value. Mr Michael Gifford, chief executive, said the group's older holiday customers were adversely affected by low interest rates.

The recreation division, which includes bingo clubs and casinos, saw operating profits increase from \$32.7m to \$34.2m. Bingo profits were level with last time. Casino admissions were up 8 per cent and spending per head was 5 per cent

higher.

The leisure division, which includes Hard Rock Cafés and holiday resorts, saw operating profits fall from £22.3m to £20.4m. Group turnover was \$998.4m (\$972.4m), including discontinued operations of \$26.1m (\$75.5m).

The interim dividend is 4.25p. Last year, the group paid a full year's dividend at the interim stage, with an enhanced share alternative. It said the equivalent pay-out at the halfway stage last time would have been 4.03p.

Losses per share were 3.4p (earnings 5.4p). After adjustment for Rank Xerox restructuring costs, earnings were 7.9p (4.9p).

See Lex

## Beazer pays £31m for Mowlem Homes

By Simon Davies

Beazer Homes, the recently floated former Hanson subsidiary, has bought the house-building arm of John Mowlem, the construction and airports group, for £31m.

Mr Dennis Webb, Beazer's chief executive, said the acquisition "fits in well with our strategy to increase our volumes and market share, particularly in the south-east". Mowlem announced at the time of its \$33m rights issue last March that it planned to focus on its contracting and scaffolding business, and would sell John Mowlem Homes, along with part of its stake in London City Airport.

John Mowlem Homes is a specialist housebuilder with a substantial middle-market presence in the south-east and south-west of England, where Beazer is comparatively weak. Mowlem also operates in Northern Ireland, but Mr Webb said Beazer was currently negotiating the sale of the Northern Ireland business.

The acquisition was priced at a marginal premium to John Mowlem's \$30.5m book value for its housebuilding arm, but the subsidiary also has £1.8m cash.

After flotation Beazer held cash resources of £74.5m, so it is in a position to build up further John Mowlem's land bank, in addition to funding its intention of expansion into Wales and north-western England.

John Mowlem had a land bank of 2,350 plots at June 30 and incurred a pre-tax loss of £1.4m in the year to December.

The sale was through managed auction and it is understood there were four bidders at the closing stage. It is Beazer's second large acquisition in the past year. Last November it acquired the Walker Group's housebuilding interests for £22.2m.

## AB Foods gets approval for reorganisation

By Andrew Jack

The High Court has given approval for the proposed reorganisation of Associated British Foods, the milling, baking and food products group, in spite of concerns raised by the Charity Commission.

ABF said yesterday that courts had ratified the decision of the trustees of the Garfield Weston Foundation to approve the restructuring, which is designed to improve tax planning of the Weston family trusts which control the company.

The Charity Commission, which had raised initial concerns about the proposals, was not party to the court hearing, which was held in private. It said yesterday that it noted the decision. A second court hearing to sanction the ABF scheme of arrangement will take place on July 27.

The company said its plans would go ahead as proposed, with dealings in shares of Associated British Foods to commence on August 1, ABF preference shares repaid on August 5, and interim dividend of 8.5p on September 1, and a special dividend of 10p per share on October 14.

## Talks over Wembley refinancing

By Tim Burt

A syndicate of 22 banks owed £152m by Wembley, yesterday said that they had begun discussing plans to refinance the debt-burdened stadium and greyhound tracks operator.

The banks, led by Barclays and Schroders, are expected to scrutinise proposals made to the Wembley board by three investor groups.

The groups are: Apollo Advisers, a US investment group led by Mr Leon Black; Allied Entertainment, the promotions

business controlled by Mr Harvey Goldsmith; and Mr Luke Johnson and Mr Hugh Osmond, who are City entrepreneurs.

All three proposals envisage an injection of new equity while retaining the current management.

Although the banks are not expected to decide on a preferred package for some weeks, the Wembley board is said to have indicated that it favours the proposal drawn up by Mr Johnson and Mr Osmond.

Wembley has been made aware of possible conflicts with concert organisers if Mr Goldsmith's promotions company is cho-

sen to refinance the group.

Concern has also been raised over a possible shareholder backlash if the stadium - widely regarded as the home of English football - is seen to be refinanced by US investors.

Officials acting for Mr Johnson and Mr Osmond, whose previous deals included the successful revenue takeover of Pizzaflex press, have already begun due diligence at Wembley.

Their plans are thought to centre on a debt-for-equity swap and rescue rights issue.

## Slough Estates in £55m land deal with L&amp;G

By Simon Davies

Slough Estates, the UK's largest industrial property company, is to pay £55m for Legal and General's 33 acre portion of the Winnersh Triangle business estate near Reading, Berkshire, in its largest property purchase in more than five years.

The acquisition will give Slough control of a 76 acre business park, with a total of 1m sq ft of built office and warehouse space.

The L&G site was developed in the early 1980s and has 556,000 sq ft of space, with a current rent roll of \$4.97m from tenants including Mars, Hewlett Packard and ICL.

The purchase price puts the

property on a yield of 7.96 per cent, and Mr Derek Wilson, group managing director, said the property was let on long leases and was "not significantly over-valued".

Mr Wilson said there would be management benefits from taking on the entire site. L&G is being paid £12.5m in cash, with the remainder being paid through the issue of 5.6m new Slough shares.

Slough has concentrated primarily on developing sites in its existing portfolio, rather than buying new properties, and it currently has 130,000 sq ft of new property under construction.

Within the Winnersh site, there is a further 12.5 acres where more development is planned.

## Jones Stroud shares fall on 23% decline

By Simon Davies

Jones Stroud (Holdings) reported pre-tax profits down 23 per cent at £5.01m in the year to March 31, against \$6.51m. The Nottingham-based textiles company blamed difficult trading and closure costs.

The shares lost 33p to close at 270p, a new low for the year.

Turnover edged up from \$70.9m to \$71.7m. The pre-tax figure was struck after \$315,000 costs of closing the US division of Jones Stroud (Australia).

Mr Philip Jones, chairman, said that some subsidiaries were reporting improved results because of reduced costs but the market for stretch yarns "has yet to reach a satisfactory level". This would have an adverse effect on interim results.

He added that it was too

early to forecast results for the year, but "we will be very disappointed if they do not exceed those of last year".

Earnings per share came out at 19.12p (24.85p). The final dividend is being held at 5.5p for an increased total of 9p (8.8p).

## Aegis increases Spanish stake

Aegis Group subsidiary Carat Group is paying Ptas750m (\$3.6m) cash to acquire a further 30 per cent in its Spanish offshore, Publintergal from Propiedades y Filiales.

At present, the group's Spanish companies are being reorganised and the Spanish holding company, Carat Espana, is merging into Publintergal.

## Kitty Little pays FFr75m for L'Amy

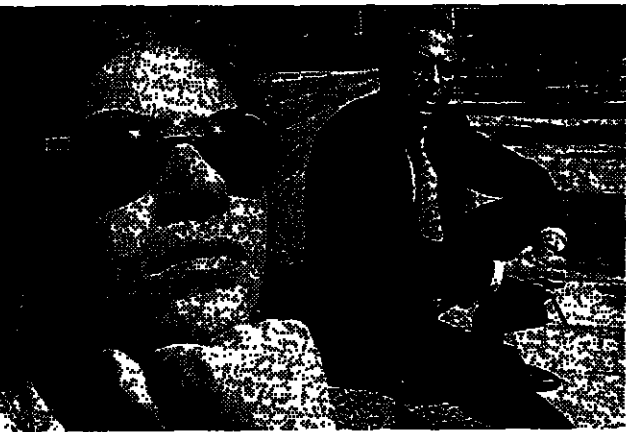
By Tim Burt

Kitty Little, the USM-quoted consumer goods manufacturer, is acquiring Groupe L'Amy, France's largest maker and distributor of sunglasses and spectacle frames, for FFr75.2m (\$8.9m).

The cash acquisition is funded by a placing of 29.8m new ordinary shares at 30p. The company is also raising \$9.5m through a placing and 3-for-2 open offer of 31.6m shares at 30p for working capital.

Kitty Little's shares were suspended at 41p on April 11. Mr Warren Kanders, chief executive, said the company also planned to join the main market and change its name to Eyecare Products.

The deal is expected to give Kitty Little a larger share of an eyewear market worth \$5.9bn in western Europe and



Warren Kanders, right, company also plans to join main market

\$2.2bn in the US.

Under a lengthy financial reconstruction L'Amy made provisions of FFr106m last year to cover the cost of overhauling its core business. Before

provisions, operating profits for the 1993 year were FFr4m (FFr14m losses) on sales of FFr568m (FFr636m).

Mr Martin Franklin, chairman of Kitty Little, blamed the

problems on debt-financed acquisitions, which have since been closed.

Nevertheless, he predicted the enlarged group, with a market capitalisation of \$24.7m, would expand with strategic alliances and more efficient production.

Under the terms of the acquisition, which brings with it designer brands such as Lacoste and Nina Ricci, the \$8.9m raised by the placing will be used to acquire loans of FFr225.3m owed by L'Amy to various banks.

The banks will also receive Class A warrants for an aggregate of 4m new ordinary shares, exercisable at 100p per share. Another tranche of warrants, also exercisable at 100p, will be issued to banks providing on-going medium-term facilities of FFr15.3m.

Dealings are expected to begin on August 9.



Bob Payton: founded the Chicago Pizza Pie Factory and other US-style restaurants

## US food pioneer dies in crash

By Simon Davies

Mr Bob Payton, the 50-year-old founder of many of Britain's best-known US-style restaurants, died in a car crash on Wednesday night.

Mr Payton came to the UK from Chicago in 1973 and set up the Chicago Rib Shack, Chicago Pizza Pie Factory and Henry J Beans food chains.

He revelled in the fact that he had initially faced cynicism from many British financiers over his plans to serve American style food to the British.

However, he recently won over the City when My Kinda Town, the company comprising his restaurant chains, was floated in May. The company currently has a market capitalisation of £32m.

The company was launched on the stock mar-

ket as a means of buying out the group's main backers and Mr Payton himself raised about \$4.5m from share sales.

More of his recent attention had been focused on his 18th century Leicestershire mansion, Stapleford Park, which had also been launched as a country hotel.

The restaurant business expanded at an extraordinary rate, and Mr Payton was never short of new ideas, with recent additions to the stable coming in the form of Chicago Meatpackers, Tacos and Salsas.

His ambitions did not stop with the UK. By the time of the flotation, his chain covered 29 restaurants and bars in 17 cities, ranging from Belfast to Beirut.

Mr Payton retired from the board of My Kinda Town at the time of the flotation, leaving a company which made about £2m last year.

## Magnum £1.23m in the red

By Paul Taylor

Magnum Power, which designs built-in uninterruptible power supply units (Bi-ups) and is planning a USM flotation through a placing with institutional investors, reported a pre-tax loss of £1.23m for the year to May 31, on turnover of \$59.00m.

The prospectus for the flotation, which was issued yesterday, also shows that the com-

pany lost \$155,000 in the year to May 31 1992, which the following year rose to \$482,000 on turnover of \$10,000 as the company developed its technology.

However, Magnum's directors express their confidence in the prospectus that there is "potentially a large market for Bi-ups, which is currently served by the manufacturers of external uninterruptible power supply devices".

Bi-ups can be built into elec-

DIVIDENDS ANNOUNCED						
	Current payment	Date of payment	Current - pending dividend	Total for year	Total last year	
Barbour Indus	5.8	Oct 3	5.45	6.5	8	
Druck S	7.1	Oct 3	6.6	10.8	10	
Evansbur	0.4	Nov 4	0.3	0.65	0.5	
GLS	9	Nov 25	7.5625	13	11	
Hampson Inds	1.5	Oct 3	1.2	2	1.6	
Helfon Holdings	1.35	-	1.35	2	2	
Jones Stroud	5.5	Oct 15	5.5	9	8.8	
Kerthaw (A)	9.5	Sept 19	9	9	27	
Peel Holdings	3.2	Oct 5	3	4.5	4	
Prism Leisure	3	Sept 8	2.37	4.18	3.27	
Rank Org	4.25	Sept 19	12.44	12.44	12.44	
Stanley Leisure	3.5	Sept 12	2.8	5.25	4.32	

Dividends shown pence per share not except where otherwise stated. \*Yon increased capital. \*USM stock. \*Adjusted for scrip issue. \*Adjusted for sub-division. \*British pence.



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(Incorporated in the Republic of South Africa)

## Result of offer to shareholders of WRC

Shareholders are referred to the announcement published on 30 June 1994 in terms of which the offer by the Aurora Consortium to all ordinary shareholders of WRC, other than Cengold Limited, to acquire any or all of their WRC ordinary shares at a price of 585 cents per WRC ordinary share ("the offer"), was declared unconditional and was scheduled to close at 14:30 on Wednesday, 13 July 1994.

Further to the closure of the offer, FirstCorp Merchant Bank Limited is authorised to announce that, in total, 138 shareholders accepted the offer in respect of 1 023 012 WRC ordinary shares, representing 27.5% of the WRC ordinary shares for which the offer had been made.

The offer consideration and balance certificates (if any) in respect of acceptances not yet paid for, will be posted to accepting shareholders by registered/first class mail, at the risk of such shareholders, on Monday, 18 July 1994.

Johannesburg  
18 July 1994



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**GUANGDONG DEVELOPMENT FUND LIMITED**

Net Asset Value

Guangdong Development Fund Limited announces that as at 30th June, 1994, the unaudited net asset value per share of the Company was US\$ 1.005.

**GUANGDONG DEVELOPMENT FUND LIMITED**  
(a company incorporated with limited liability in the Bailiwick of Jersey)

15th July, 1994

**CHINA MERCHANTS CHINA DIRECT INVESTMENTS LIMITED**

Net Asset Value

China Merchants China Direct Investments Limited announces that as at 30th June, 1994, the unaudited consolidated net asset value per share of the Company was US\$ 1.024.

**CHINA MERCHANTS CHINA DIRECT INVESTMENTS LIMITED**  
(Incorporated with limited liability in Hong Kong)

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## COMPANY NEWS: UK

Export growth leads the rise in orders as sales to Japan double

## Druck gains 14% to £5.36m

By Paul Taylor

Druck Holdings, the Leicester-based manufacturer of electronic pressure measuring and control devices, yesterday reported a 14 per cent increase in pre-tax profits to £5.36m for the year to March 31, up from £4.68m the previous year.

Turnover grew by 10.7 per cent to £30.9m (£27.9m) with exports accounting for about three-quarters of sales.

Earnings per share advanced by 12 per cent to 53.7p (48.1p) and the board is recommending a final dividend of 7.1p (6.6p) making a total of 10.8p (10p) for the year.

Mr John Salmon, chairman and chief executive of the USM-quoted group, said Druck had again "strengthened its competitive position in the measurement and control of pressure throughout the world by the continued development

of new products and the establishment of new markets." Operating profits increased by 11 per cent to £5.37m (£4.82m) and the operating margin edged up to 17.4 per cent (17.3 per cent).

Druck, the main operating company, increased its contribution to group profits by 30 per cent on turnover which grew by 14 per cent.

Orders increased by 13 per cent with export orders growing

by 16 per cent to £24m. The main contributions to the increase in orders were from Japan, where exports more than doubled, and to the rest of the world where orders grew by 29 per cent.

The group spent £1.8m on research and development during the year and ended March with net cash of £1.7m having used its strong positive cash flow of £2m to eliminate gearing.

## Shares in Ideal Hardware set at 225p

By Paul Taylor

Shares in Ideal Hardware, which is coming to market through a placing with institutional investors, were priced yesterday at 225p, valuing the company at £47.5m.

Ideal started trading in January 1987 and has grown into one of the largest independent distributors of computer data storage products. It has between 10 and 15 per cent of the rapidly expanding distribution market in the UK for disc, tape and optical drives.

In the year to April 30 pre-tax profits rose to £4.56m (£1.58m) on turnover of £71.8m (£45.5m).

On the basis of historic earnings per share of 15p last year, the placing price represents a 50 per cent premium.

Under the flotation terms 7.47m shares, representing 35.3 per cent of the issued capital, are being placed by Charterhouse Tiney with institutional and other investors.

The placing will raise £16.8m after expenses, including £2.5m for the company, which will help fund the purchase of larger premises.

Some 6.14m shares are being sold by existing shareholders. Mr Konrad Goess-Saurau, one of the company's founders, is selling the bulk of his 28.2 per cent stake. Following the flotation, executive directors will hold a little less than 53 per cent of the expanded capital.

The shares are expected to begin trading next Thursday.

Safeland has acquired from UBAF Bank a 6,650 sq ft retail investment property in Ash Vale, Hants, for £467,000 cash.

## Stanley Leisure's £12m beats City expectations

By Ian Hamilton Fazey, Northern Correspondent

Stanley Leisure Organisation, the Liverpool-based betting shops and casinos group, reported a 53 per cent increase in pre-tax profits to a record £12.6m for the year to May 1.

The result, which compared with £8.1m, was nearly £1m ahead of analysts' expectations. The shares closed up 14p at 335p.

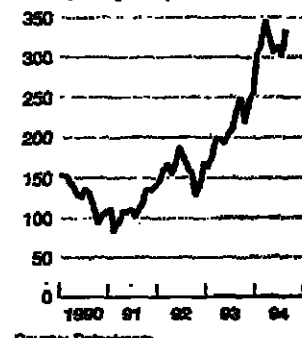
Turnover rose by 21 per cent to £265.2m (£218.5m).

Earnings per share were 44 pence ahead to 18p against 12.5p restated for January's £21m rights issue. A proposed final dividend of 3.5p lifts the total to 5.25p (4.21p). Dividend cover is 3.16 times on post-tax profits of £8.44m.

Stanley now owns 419 bet-

Stanley Leisure

Share price (pence)



Source: Datastream

ting shops and 19 casinos. Of the 66 shops bought in the year, 49 were the Selwyn Demmy chain in Scotland.

Acquisitions, which also include two casinos, contrib-

uted £884,000 of the £15.8m operating profit and £14.7m of the £265.2m turnover.

One casino and two small groups of betting shops have been bought since the rights issue which was 98.8p per cent taken up - at a cost of only £3m. Cash balances improved to £2.79m (£2.63m overdraft). Gearing fell to 10 per cent (£7 per cent) on increased shareholders' funds of £123m (£92.7m).

Stanley, which renegotiated a five-year £45m revolving credit facility in March, remains cautiously acquisitive. Mr Leonard Steinberg, the chairman, said it would continue to use sensible prices and potential for improvement as the criteria for further buying. About £4m was spent on upgrading shops and casinos.

## Barbour Index shares fall 16p on profit dip

Shares in Barbour Index, the Windsor-based specialist information services group, fell by 16p to 198p after it announced a 15 per cent fall in annual pre-tax profits from £3.42m to £2.91m.

The directors had warned in January that its results for the 12 months to end-April would "be somewhat below those of last year".

Sales for the period decreased by 4 per cent to £11.5m compared with £12m and earnings per share were 16 pence down from 13.8p to 11.6p.

Mr Brian Griffin, the executive chairman, said that a 10 per cent rise in second half profits had been achieved by strict cost control and a small rise in turnover.

The total dividend is raised by 6 pence from 8p to 8.5p via a proposed final payment of 5.5p (5.45p).

## Excalibur raises £5.5m to fund expansion in music

By Caroline Southey

Excalibur Group, the precision engineering and giftware company, yesterday announced the acquisition of Lifetime Europe, a music and video distributor, to be funded through a 1-for-4 rights issue.

Excalibur will make an initial consideration of £500,000 for Lifetime, plus a further sum of up to £3m. The rights issue, fully underwritten by Samuel Montagu, is expected to raise £5.5m net, pricing the shares at 40p, which closed down 24p yesterday at 46p.

Mr Michael Griffiths, chairman, said the acquisition would complement Excalibur's presence in the budget music market. Lifetime showed turnover of £2.9m and pre-tax profits of £540,000 in the year to December.

Excalibur also plans capital

expenditure of £8m over the next two years. Mr Griffiths said it was necessary to invest in the company's two core divisions, precision engineering and consumer products, following a restructuring programme and the disposal of loss-making operations.

In April Excalibur sold Premier Chain, its jewellery chain business, to its management.

The precision engineering division, which contributed 50 per cent of turnover, has an order book of £17m and has won a four-year contract with LDV (formerly Leyland Daf Vans) for power and manual steering systems.

The division will receive an injection of £5.9m over the next two years - £3.9m to increase capacity and £2m on plant replacement. A further £2m will be spent on the consumer products division.

Gearing, which stood at more than 100 per cent in the last balance sheet, was 95 per cent at the April 30 year-end. Indebtedness related to gold bullion has been reduced by £5m to £266,000 during the year.

Excalibur reported pre-tax losses of £1.6m, compared with £6.2m for the year to the end of April on turnover down from £61.6m to £54.4m. The losses reflected goodwill of £3.3m written off following the disposal of Premier Chain. Profits before exceptional losses were £2m against losses of £400,000.

Losses per share fell from 10.5p to 2.8p with adjusted earnings per share of 3.2p, compared with losses of 1.8p. A final dividend of 0.4p (0.3p) has been recommended making an increased total of 0.85p, against 0.3p last year.

## RANDGOLD

Gold mining companies' reports for the quarter ended 30 June 1994

## Blyvooruitzicht Gold Mining Company, Limited

Registration No. 00407/0018

ISSUED CAPITAL: R6 000 000 IN 24 000 000 ORDINARY SHARES

Quarter ended 30-6-1994 31-3-1994

OPERATING RESULTS	30-6-1994	31-3-1994
Underground operations	231	226
Gold milled - troy oz	1 387	1 355
Gold produced - kg	6 020	5 890
Revenue - R/mg	41 012	39 544
Cost - R/mg	44 592	44 254
Working loss - R/mg	3 580	4 710
Revenue - R/t milled	281.36	284.30
Cost - R/t milled	281.37	281.37
Working loss - R/t milled	18.24	27.77

Surface operations	30-6-1994	31-3-1994
Tonnes treated - t	300	300
Gold produced - kg	180	172
Revenue - R/mg	41 012	39 544
Cost - R/mg	18 012	18 180
Working profit - R/mg	23 000	21 364
Revenue - R/t treated	17.18	13.48
Cost - R/t treated	7.36	6.01
Working profit - R/t treated	9.82	7.47

FINANCIAL RESULTS (R/mg)	30-6-1994	31-3-1994
Revenue	64 416	68 088
Cost	68 182	68 408
Working loss	(3 766)	(3 320)
Revenue - R/t milled	(1 067)	(1 067)
Cost - R/t milled	(1 067)	(1 067)
Working loss - R/t milled	(1 067)	(1 067)
Revenue - R/t treated	(1 067)	(1 067)
Cost - R/t treated	(1 067)	(1 067)
Working loss - R/t treated	(1 067)	(1 067)
Capital expenditure - net	(3 766)	(3 320)

At the date of this report, the company had the following hedging contracts:

12 months ending	Kilograms	Average minimum price per kilogram
30 June 1994	1 471	R41 627
30 June 1995	50	R42 646

On 10% of the above contracts only the US dollar price has been secured. A Rand/US dollar conversion rate of 3.63 was used to convert these contracts to Rand.

For and on behalf of the board, E. B. CHOCOR, Managing Director

## Harmony Gold Mining Company Limited

Registration No. 00000000

ISSUED CAPITAL: R15 442 320 IN 28 884 000 ORDINARY SHARES

Quarter ended 30-6-1994 31-3-1994

OPERATING RESULTS	30-6-1994	31-3-1994
Underground operations	3 870	1 837
Gold milled - troy oz	5 590	4 055
Gold produced - kg	25 120	18 255
Revenue - R/mg	49 547	36 552
Cost - R/mg	49 547	36 552
Working loss - R/mg	0	0
Revenue - R/t milled	124.15	91.34
Cost - R/t milled	124.15	91.34
Working loss - R/t milled	0	0

Surface operations	30-6-1994	31-3-1994
Tonnes treated - t	44	50
Gold produced - kg	180	172
Revenue - R/mg	41 012	39 544
Cost - R/mg	18 012	18 180
Working profit - R/mg	23 000	21 364
Revenue - R/t treated	17.18	13.48
Cost - R/t treated	7.36	6.01
Working profit - R/t treated	9.82	7.47

FINANCIAL RESULTS (R/mg)	30-6-1994	31-3-1994
Revenue	218 997	200 430
Cost	218 997	200 430
Working profit	0	0
Revenue - R/t milled	(1 067)	(1 067)
Cost - R/t milled	(1 067)	(1 067)
Working loss - R/t milled	(1 067)	(1 067)
Revenue - R/t treated	(1 067)	(1 067)
Cost - R/t treated	(1 067)	(1 067)
Working loss - R/t treated	(1 067)	(1 067)
Capital expenditure - net	(3 766)	(3 320)

At the date of this report, the company had the following hedging contracts:

12 months ending	Kilograms	Average minimum price per kilogram
30 June 1994	1 471	R41 627
30 June 1995	50	R42 646

On 10% of the above contracts only the US dollar price has been secured. A Rand/US dollar conversion rate of 3.63 was used to convert these contracts to Rand.

For and on behalf of the board, E. B. CHOCOR, Managing Director

## East Rand Proprietary Mines, Limited

Registration No. 01007/0018

ISSUED CAPITAL: R10 200 000 IN 140 265 265 ORDINARY SHARES

Quarter ended 30-6-1994 31-3-1994

OPERATING RESULTS	30-6-1994	31-3-1994
Underground operations	344	256
Gold milled - troy oz	1 494	1 452
Gold produced - kg	6 112	6 377
Revenue - R/mg	43 723	42 091
Cost - R/mg	49 608	47 577
Working loss - R/mg	5 885	5 486
Revenue - R/t milled	287.71	289.73
Cost - R/t milled	306.50	289.16
Working loss - R/t milled	27.89	29.42

Surface operations	30-6-1994	31-3-1994
Tonnes treated - t	300	300
Gold produced - kg	323	406
Revenue - R/mg	43 723	42 091
Cost - R/mg	49 608	47 577
Working profit - R/mg	21 297	19 494
Revenue - R/t treated	37.80	31.88
Cost - R/t treated	14.51	17.12
Working profit - R/t treated	23.29	14.76

FINANCIAL RESULTS (R/mg)	30-6-1994	31-3-1994
Revenue	79 446	78 205
Cost	81 781	77 625
Working (loss)/profit	(2 335)	1 060
Revenue - R/t milled	(1 067)	(1 067)
Cost - R/t milled	(1 067)	(1 067)
Working loss - R/t milled	(1 067)	(1 067)
Revenue - R/t treated	(1 067)	(1 067)
Cost - R/t treated	(1 067)	(1 067)
Working loss - R/t treated	(1 067)	(1 067)
Capital expenditure - net	(3 766)	(3 320)

At the date of this report, the company had the following hedging contracts:

12 months ending	Kilograms	Average minimum price per kilogram
30 June 1994	1 471	R41 627
30 June 1995	50	R42 646

On 10% of the above contracts only the US dollar price has been secured. A Rand/US dollar conversion rate of 3.63 was used to convert these contracts to Rand.

For and on behalf of the board, J. P. S. TURNER, Chairman

## NOTES

At the date of this report, the company had the following hedging contracts:

12 months ending	Kilograms	Average minimum price per kilogram
30 June 1994	1 471	R41 627
30 June 1995	50	R42 646

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Cost - R/t milled	(1 067)	(1 067)
Working loss - R/t milled	(1 067)	(1 067)
Revenue - R/t treated	(1 067)	(1 067)
Cost - R/t treated	(1 067)	(1 067)
Working loss - R/t treated	(1 067)	(1 067)
Capital expenditure - net	(3 766)	(3 320)

At the date of this report, the company had the following hedging contracts:

12 months ending	Kilograms	Average minimum price per kilogram
30 June 1994	1 471	R41 627
30 June 1995	50	R42 646

On 10% of the above contracts only the US dollar price has been secured. A Rand/US dollar conversion rate of 3.63 was used to convert these contracts to Rand.

For and on behalf of the board, J. P. S. TURNER, Chairman

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## COMPANY NEWS: UK

Shares fall 12p to 298p on disappointing growth in net asset value

## Peel Holdings rises to £10.2m

By Simon Davies

Peel Holdings, the property company that owns the Manchester Ship Canal, yesterday reported pre-tax profits of £10.2m for the year to March 31, up from £9.4m in 1993.

The shares fell 12p to 298p, reflecting a lower-than-expected increase in net asset value per share, which rose only 13p to 328p, despite the recovery in the UK property market.

The results followed the announcement last Friday that the Court of Appeal had quashed planning permission for Peel's proposed £200m shopping centre at Dimpington, Greater Manchester. But the

company remains optimistic that its appeal will be successful.

The Dimpington development was at the centre of Peel's eight-year battle to gain control of Manchester Ship Canal. This site remains on the books valued at £18.1m, but Mr Peter Scott, managing director, said this was a comfortable "fall-back value".

Turnover during the year fell marginally to £87.8m (£88.1m), with total net rental income rising from £41.1m to £43.2m, despite £2.52m of fresh annualised voids.

The company's portfolio is currently carrying voids of £5.2m, and this was reflected in an external valuation of the

office and industrial properties, which lowered their values by 16 per cent and 19 per cent respectively, compared with the last external valuation in 1991.

Overall, however, property values rose by £9.7m, due to a 28 per cent increase in values of out-of-town retail centres, and increases in overseas property.

The company has also reinstated a property development programme, but it is proceeding only where sufficient pre-sales and pre-lets can be achieved. It has only £10m tied up in development projects.

The port operations contributed operating profit of £3.8m,

but suffered a further £1.22m from voluntary severance costs.

The company's net debt has increased by £33m to £369.1m, as a result of the buy-out of the minority shareholders in Manchester Ship Canal last year.

Gearing amounts to 116 per cent, but interest payable fell from £37.2m to £36.1m, due to lower interest rates.

Last November, the company issued £27.4m of 8.5 per cent long-term bonds, and its fixed average borrowing cost is now 10.05 per cent.

The recommended final dividend of 3.2p makes a total of 4.5p (4p) for the year. Earnings per share were 6.11p (2.41p).

## Invesco raises £19m as Japan trust opens

By Soheerazade Daneshkhan

Invesco has so far raised £19m from a placing of shares in its Japan Discovery Investment Trust.

The size of the trust has been capped at £70m, with the minimum set at £30m. The public offer, which opened yesterday, ends on July 20 and dealings begin on August 8.

The new trust will invest in smaller Japanese companies for long-term capital growth. The Japanese investment trust sector has been the focus of substantial enthusiasm so far this year.

Earlier this month, Schroders' new Japan Growth Investment Trust, investing in a broad range of companies, was oversubscribed by £2.8m after raising its full £125m. Fidelity Japanese Values, a smaller companies trust, raised £105m.

Invesco already runs two Japanese unit trusts, and the new investment trust will be managed by its existing Tokyo-based fund manager.

Shares are issued at 100p, with one warrant attached to every five shares. Issue expenses have been capped at 4.9 per cent.

## Sage enhances market position with acquisition

By Paul Taylor

Sage Group, the Newcastle-based accounting software company, has significantly enhanced its market position and product portfolio through the acquisition of Multisoft Financial Systems for an initial £4m in cash.

Sage will make additional payments to the vendors of up to a maximum of £2.5m subject to sales performance in the period up to September 30 next year.

The acquisition, which will be paid for out of cash balances, will supplement Sage's traditional market strength in providing personal computer accounting software mainly for small businesses.

Multisoft is a leading supplier of accounting and business software for medium and larger companies and is currently developing a new range of software designed to be run on the "open-system" client/server networks which are being rapidly introduced in larger companies. This new software will be launched later this year.

Commenting on the deal, Mr David Goldman, Sage's chairman, said, "We regard the acquisition of Multisoft as being very important in terms of our overall strategy. This



David Goldman: important deal in terms of overall strategy

move consolidates our coverage of the UK accounting market. I am particularly excited about the client/server capability which Multisoft will bring to the group."

The accounting software market for multi-user network systems for medium and larger companies is characterised by more expensive, higher added-value products which are tailored to the needs of the customer. There is no dominant supplier in this large segment of the market at present.

Multisoft, which employs 72 people in Alton, Hampshire, was set up in 1983 and was the subject of a management buy-out in 1990. It has an installed client base of more than 8,000, of which 45 per cent are companies with annual turnover of more than £5m. In the year to June 30, Multisoft's operating profits grew sharply to "not less than" £500,000 (£58,000) on sales of about £5m (£4.48m). The net assets being acquired have a book value of £1.2m.

## Furniture side helps Hampson to £4m

By Caroline Southey

A surge in sales in the furniture division of Hampson Industries, the West Bromwich-based diversified industrial group, contributed to a 75 per cent rise in pre-tax profits from £2.42m, restated for FRS 3, to £4.23m in the year to March 31 1994.

The increase in profits was achieved after charges of £1.38m, which included a goodwill write-off of £937,000 following the closure of Clearway Aluminium, the only division in the company involved in the construction industry.

Operating profits rose from £4.39m to £6.28m with continu-

ing operations up 34 per cent to £6.64m (£4.95m). Turnover advanced to £91.5m (£79.1m) with £90m (£78m) from continuing operations. Gearing at the year end was reduced to 36 per cent (46 per cent).

Mr Ray Way, chairman, said the group's financial position continued to strengthen and borrowings were "well under control".

The furniture division, Ian Walker Furniture, hit by sterling's realignment last year, saw margins restored and sales increase to help push operating profits in the consumer goods division up from £77,000 to £1.53m on turnover of £36.8m (£33.3m).

International demand helped sales at Erlson Engineering, a supplier of turbocharger components, increase by 18 per cent while hardening commodity prices and better customer demand helped trading conditions in the aluminium refining division. Total operating profits for the industrial goods division rose from £4.59m to £4.71m on turnover of £43.1m (£37.8m).

Mr Way said diversification

was essential in the precision engineering division where margins continued to be under pressure and order intakes were down because of cuts in defence expenditure. A programme was under way to shift the customer base of Bellhouse Hartwell and BHW (Components) and penetrate the civil sector.

A final dividend of 1.5p (1.2p) makes a 2p (1.6p) total. Earnings were 3.06p (0.96p).

## Marks and Spencer sales receive overseas spur

First-quarter sales for Marks and Spencer, the retailer, in north America, continental Europe and east Asia were up on last year and particularly good in Hong Kong and the International Franchise Group, Sir Richard Greenbury, chairman, told the annual meeting.

He added that sales in the UK were "up to expectations". The group is to open two new stores, in Paris and Valen-

cia, in the autumn and is investigating the possibility of moving into Japan and China. The pace of expansion in the UK was "accelerating", said Sir Richard, with plans for capital expenditure of more than £1bn over the next three years. In the past year capital expenditure reached "a new high of £350m," the group had "the biggest footage expansion programme in [its] history". M&S shares rose 8p to 414p.

## Storehouse sees year of progress

Sales at Storehouse, the BHS and Mothercare retail chain, were 5 per cent ahead in the first quarter, Mr Ian Hay Davison, the chairman, told the annual meeting.

Costs remained under control, he said, and operating profits were ahead of the same period last year. Although it was too early for a profit forecast, he was confident the year would be one of "significant progress". For the year to April 2 1994 Storehouse reported pre-tax profits of £82.4m (£15.2m).

## Cortec signs Japanese agreement

Cortec, the biotechnology company which recently gained a London listing, has signed an exclusive agreement for distribution in Japan of its detection kits for Helicobacter Pylori, the bacterium involved in the development of peptic ulcers.

Zenyaku Kogyo, a Japanese pharmaceutical company with sales of £160m (£105.2m) last year, will undertake the registration for the kits and has agreed "significant" milestone payments to Cortec. The agreement contemplates sales of £20m over the first seven years in Japan.

## Heiton at £10.73m after provision

A fall in pre-tax profits from £1.75m to £738,000 (£725,000) was announced by Heiton Holdings, the Dublin-based steel stockholder, builders' merchant and DIY retailer, for the year to April 30.

Although turnover improved to £167m (£161.7m) operating profits were lower at £12.49m (£12.57m). There was also an exceptional provision of £984,000 to reduce the carrying value of the investment in Consolidated Holdings.

Earnings per share worked through at 0.57p (3.66p) and the dividend for the year is held at 2p with an unchanged final of 1.35p proposed.

## EFM Japan Trust advances 19%

EFM Japan Trust, managed by Edinburgh Fund Managers and launched in July 1992, raised net asset value by 19 per cent from 158p to 189p in the 12 months to May 31.

The increase compared with an 8.7 per cent increase in the Tokyo First Section Index in sterling terms, while there has been an overall rise of 66.7 per cent since the launch.

Following a recent change in its managers brand name from EFM to Edinburgh, the company intends to change its name to Edinburgh Japan Trust.

After-tax loss for the year to May 31 was £28,000 (£68,000 profit for 51 weeks) and losses per share were 0.28p (0.62p earnings).

## Fleming Intl High maintains pay-out

The net asset value per share of the Fleming International High Income Investment Trust stood at 46.5p at the year ended May 31, a 10.6 per cent improvement on its level of 42.3p a year ago but marginally down from the 48.5p at which it stood six months previously.

A same again final dividend of 2.5675p maintains the total at 3.6675p on earnings of 3.22p (3.99p) per share. Available revenue fell from £4.45m to £3.6m.

## Mosaic Invs studies flotation of offshoot

Mosaic Investments, the display products, packaging and marketing services group, said yesterday that to maximise shareholder value it was considering floating the Copyright Promotions Group, its wholly-owned subsidiary.

Under the proposals Mosaic would retain a significant minority interest in CPG and the latter's managers would be substantial shareholders.

## Equity Consort net assets advance

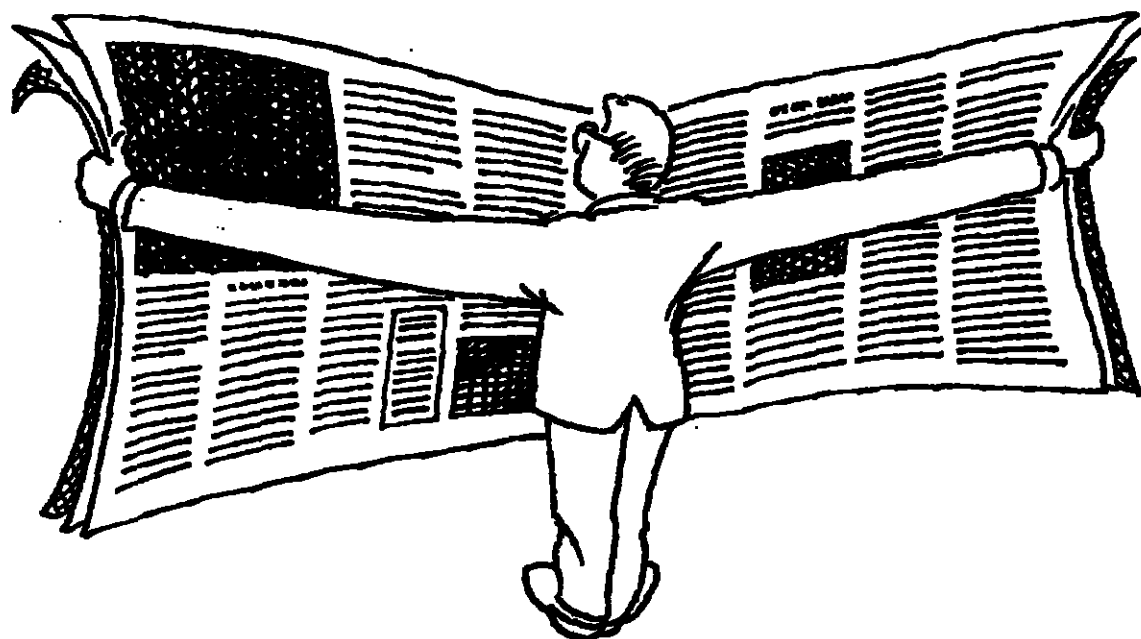
Equity Consort Investment Trust reported net asset value per ordinary share of 700.4p at April 30, against 687.5p a year ago. The figures for deferred shares were 1200.5p, compared with 1115.1p.

For the year to the end of April attributable profits were £1.4m (£1.45m). Earnings per ordinary share were 24.81p (25.47p) and 40.02p (41.35p) per deferred share.

Final dividends are proposed of 13.8575p per ordinary share and 27.075p per deferred for totals of 24.9p (24.5825p) per ordinary and 40.2p (40.125p) per deferred.

The company is also proposing a 1-for-1 capitalisation issue for both classes of shares and the issue of warrants on the basis of 1-for-13.47055 ordinary and 1-for-7.95140 deferred.

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Country \_\_\_\_\_

No. of employees ☐ under 50 ☐ 50 to 100 ☐ over 100  
I already use online ☐ Yes ☐ No

**FT PROFILE**  
BUSINESS INFORMATION

PART OF THE FINANCIAL TIMES GROUP

## COMMODITIES AND AGRICULTURE

# London coffee hit by a \$188-a-tonne 'correction'

By Deborah Hargreaves

Coffee prices staged a sharp correction yesterday when the London market responded to a late downturn in New York on Wednesday. The September futures contract at the London Commodity Exchange slipped by \$188 to \$3,805 a tonne in moderate trading.

"A lot of the business has been liquidations," said one trader, "people are getting out of the market and staying out to watch developments."

In the final minutes of trading on Wednesday night, arabica coffee futures at the Coffee, Sugar and Cocoa Exchange in New York suddenly went into

reverse, turning a 20-cent rise into a 4-cent fall on the day at \$2.41 a pound. If the London market had fallen by an equivalent amount, nearby positions would have lost over \$500 a tonne.

London traders said the New York market was setting the tone for trading. It declined again yesterday, the September position reaching \$2.39 a pound by midday.

The sell-off was heavily influenced by technical chart activity and by worried speculators who thought the market might have seen its peak. Rumours that Brazil was about to re-open registrations prior to starting exports again added to

the uncertain mood in the market. Brazil halted exports earlier this week in order to assess the short damage to next year's crop.

In the meantime, several coffee companies announced increases in their consumer prices in response to the recent rapid run-up in the futures markets. In the US, a division of Nestlé raised coffee prices by 13 per cent and in Germany roasters hiked some prices by 28 per cent.

But Mr Alexandre Beltrao, executive director of the International Coffee Organisation, said the price rises should not affect consumption as coffee remained a cheap drink.

## Delegates optimistic following 'constructive' rubber pact talks

Delegates from key natural rubber producing and consuming nations concluded three days of informal talks yesterday expressing optimism that a global pricing pact could be achieved this year, reports Reuters from Kuala Lumpur.

The high-level working group meeting in Kuala Lumpur was held ahead of UN-sponsored talks in Geneva in October to renegotiate the International Natural Rubber Agreement.

"The informal talks have been constructive. I am optimistic that we can reach an agreement in October," said European Union delegate Mr Derrick Taylor.

The working group comprises rubber producers Indonesia, Malaysia and Thailand, and the top three consumers, Japan, the EU and the US.

Delegates said UN rubber pact negotiating president Mr Peter Lai also appeared optimistic that a deadlock over pricing would be resolved at the Geneva talks.

The rift between growers and consumers over the key

pricing issue blocked efforts to conclude negotiations on a new pact in Geneva in April.

Consumers, led by the United States, want no change in the reference price, which has remained at 196.84 Malaysian/Singapore cents a kilo since the first pact was agreed in 1976. The reference price is used to calculate when buffer stocks can be bought or sold in the market. Producers say inflation and the rising costs of production since 1979 both warrant an increase in the reference price.

"We both understand each other's positions better now after having frank talks," Mr Taylor said. Other delegates thought the same. "Both sides seem to be more sympathetic to each other's position," said one. But he added that producers were still seeking a higher reference price.

Malaysia, the world's third largest producer of rubber, has said a higher reference price would encourage small growers to stay in business and ensure long-term supplies. It argues that rubber's present

strength could be temporary.

The talks were held as the International Natural Rubber Organisation's buffer stock manager was selling rubber in an effort to arrest a recent surge in prices.

The EU last week demanded early and substantial sales from Inro's buffer stock in order to have maximum market impact. Buffer stock manager Mr Aldo Hofmeister responded by selling an undisclosed amount of rubber in several markets, beginning last Friday, from its warehouses in Britain, China, Malaysia and Indonesia. Mr Taylor hoped that rubber prices would ease following Inro's intervention.

"EU member nations would think it is illogical to pay for a buffer stock if it does not work," he said. Rubber prices should settle down "in a week to 10 days," said Mr Hofmeister. Inro's sales have so far failed to contain its five-day moving average price, which rose on Wednesday to 233.35 Malaysian/Singapore cents a kilo, from 232.93 cents.

# Aluminium club's membership remains limited

By Kenneth Gooding, Mining Correspondent

Aluminium producing countries taking part in the unprecedented international agreement to cut global production have not been able to find a formula that would enable Brazil, the Gulf States and Venezuela to be included.

Only delegates from the original six participants - Australia, Canada, the 12-nation European Union negotiating as one, Norway, Russia and the US - are to attend the monitoring meeting in Canberra, Australia, on July 20 and 21.

There is also some disquiet in the aluminium industry about the degree of Russian commitment to the agreement. Its two senior negotiators at previous trade talks, Mr Georgi Gabounia, a deputy minister in the Ministry for Foreign Economic Relations, and Mr Igor

Prokopov, head of the country's aluminium industry association, are believed not to be attending the Canberra meeting.

However, one delegate suggested Mr Gabounia's absence was because he had been promoted and it was hoped that both men would be replaced at the meeting by people of equivalent stature.

Russia undertook to cut its annual aluminium production by 500,000 tonnes in two stages, the second 200,000-tonne tranche was to have been completed by the end of this month. Some delegates suggest the most sensitive issue at the meeting next week will be the question of how much Russian production has been cut so far and what the other countries can do to impress upon the Russians that they should stand by their commitments. There are indications, how-

ever, that the Russians have started to supply production figures to the International Primary Aluminium Institute, the London-based organisation which collates statistics for the industry.

At a meeting last January, delegates estimated that worldwide annual output cuts of between 1.5m and 2m tonnes for two years were needed to bring the aluminium market back into balance. Since then western companies have announced planned cuts of more than 1m tonnes and stocks have begun to fall. Prices have responded by jumping by about 50 per cent and recently topped the highest level for 40 months.

Nevertheless, the European industry in particular remains disappointed that some important aluminium producing countries not represented at the trade talks have failed to

make cuts. It has been pressing for Brazil, the Gulf States and Venezuela to be invited to future talks on the grounds that their reluctance to share the industry's pain by cutting output by about 10 per cent is understandable because they did not take part in the original discussions.

However, US trade delegates strenuously resisted any broadening of the scheme on the advice of Justice Department lawyers, who are worried about anti-trust problems. The more countries involved in the scheme, the more it might look like an illegal cartel, the lawyers argue. It was for this reason that Japan, one of the biggest aluminium consuming nations, was excluded from the negotiations although it asked to join in.

Two Gulf Arab aluminium producers said yesterday that they had no immediate plans

to change their combined output of about 600,000 tonnes annually, reports Reuters from Manama, Bahrain.

But Mr Gudrin Toffe, chief executive of Aluminium Bahrain (Alba), said the company's management was watching the market before making any decision on whether to change Alba's current output of around 445,000 tonnes per year.

"We are watching the situation day by day... watching the price and what other producers are doing," he said. "Based on these developments, we will adjust our output. We will wait and see for a while."

Another Gulf Arab producer, Dubai Aluminium Company (Dubai), said it would maintain its current output.

"Dubai is not planning a cut in its current production of around 245,000 metric tonnes annually," said Chief Executive Edward Ian Rugeford.

## Pulp industry awaits Canadian labour board ruling

By Bernard Simon in Toronto

British Columbia's Labour Relations Board is to issue a ruling today on a dispute between wood pulp mills and their unions that could have an important bearing on world pulp prices and on the investment climate for forestry companies on Canada's west coast.

The board will decide whether to allow employers to negotiate a new labour contract with their 12,000 workers on a mill-by-mill basis, or to bow to the demands of the unions for the retention of the present system of industry-wide collective bargaining.

No matter which way the board's decision goes, industry executives and analysts say the odds are high that subsequent talks on a new labour contract will end in deadlock.

Mr Ross Hay-Roe, analyst at Equity Research in Vancouver, said that "we stand a high probability of some sort of shutdown". Canada accounts for more than a quarter of world pulp production, with the bulk of output coming from British Columbia. Fears of a strike at BC's 19 mills have contributed to an unexpectedly steep spiral

in pulp prices this year. Producers are about to raise the price of northern bleached softwood kraft pulp, the industry staple, to US\$250 a tonne, from about US\$230.

Many pulp mills have begun to ration sales. According to a trader at MC Forest, a Vancouver-based subsidiary of Japan's Mitsubishi, demand is especially strong from South Korea, Italy and northern Europe.

The labour board decision comes on the heels of numerous initiatives by the left-of-centre provincial government that have left the BC forestry

industry deeply demoralised. They include moves to protect a higher proportion of forests from logging, tighter regulations on forestry practices and other environmental restrictions.

Employers contend that mill-by-mill bargaining is required to introduce more flexible work practices, rather than to squeeze wages. "It's one of those watershed issues for the major companies," an executive at one Vancouver group said. He predicted that if the decision went against the industry, companies would "become a lot more selective

about what they put their money into here."

The stakes for the two unions that represent the mill workers are also high as they struggle to adapt to competition from countries where costs are lower.

The unions' dilemma was illustrated at a loss-making Newfoundland newspaper mill operated by Abitibi-Price earlier this week. Workers decided to let the company close one newsprint machine, with the loss of 370 jobs, rather than agree to reopen their labour contract to accommodate more flexible work practices.

### MARKET REPORT

## Copper's break out pulls other base metals higher

COPPER prices broke out of their recent range at the London Metal Exchange yesterday afternoon, pulling other metals higher.

Fresh speculative interest fuelled a rise that triggered stop-loss buying orders above

\$2,475 a tonne for three months delivery. The price closed at \$2,482.50, up \$35, before being trimmed back to \$2,478 in after hours trading. Some traders expected a further decline in LME warehouse stocks were supportive.

ALUMINIUM tracked copper but was not able fully to match its gains as there is a sizeable resistance area stretching upwards the \$1,550 a tonne level for the three months position, which closed at \$1,525.50, up \$10.

Three months ZINC finally broke above \$1,000 a tonne as the bullish enthusiasm of copper and aluminium spilled over. Stop-loss buying took the price up to the day's high, with final business at \$1,006, a \$12 gain.

LEAD was also steadier, although three months metal continued to meet stubborn resistance near the \$600-a-tonne level. It finished at \$595, up \$4.

Compiled from Reuters

### COMMODITIES PRICES

#### BASE METALS

##### LONDON METAL EXCHANGE

(Prices from Unsmelted Metal Trading)

ALUMINIUM, 99.7% Purity (\$ per tonne)

Cash 3 mths

Close 1542-3

Previous 1541-5

High/Low 1544/1538

AM Official 1518.5-20.5

Kerb close 1538-9

Open int. 251,410

Total daily turnover 43,807

ALUMINIUM ALLOY (\$ per tonne)

Close 1510-5

Previous 1509-15

High/Low 1512-16

AM Official 1535

Kerb close 1530-5

Open int. 1538-90

Total daily turnover 497

LEAD (\$ per tonne)

Close 585-7.5

Previous 584-4

High/Low 587-5

AM Official 587-5

Kerb close 584-5

Open int. 42,025

Total daily turnover 7,520

NICKEL (\$ per tonne)

Close 6200-300

Previous 6200-70

High/Low 6200-300

AM Official 6200-300

Kerb close 6200-300

Open int. 59,468

Total daily turnover 7,819

YIN (\$ per tonne)

Close 5365-75

Previous 5310-20

High/Low 5365-75

AM Official 5345-50

Kerb close 5430-5

Open int. 19,197

Total daily turnover 4,974

ZINC, special high grade (\$ per tonne)

Close 971.5-2.5

Previous 968-9

High/Low 971.5-2.5

AM Official 968.5-9

Kerb close 968.5-9

Open int. 102,874

Total daily turnover 18,612

COPPER, grade A (\$ per tonne)

Close 2465.0-5.5

Previous 2460.0

High/Low 2465.0-5.5

AM Official 2460.0

Kerb close 2460.0

Open int. 232,781

Total daily turnover 48,894

LME AM Official 2/5 ratio 1.5633

LME Closing 2/5 ratio 1.5529

Sept 1.5620 3 mths 1.5811 6 mths 1.5811 9 mths 1.5895

12 mths 1.5895

18 mths 1.5895

24 mths 1.5895

30 mths 1.5895

36 mths 1.5895

42 mths 1.5895

48 mths 1.5895

54 mths 1.5895

60 mths 1.5895

66 mths 1.5895

72 mths 1.5895

78 mths 1.5895

84 mths 1.5895

90 mths 1.5895

96 mths 1.5895

102 mths 1.5895

108 mths 1.5895

114 mths 1.5895

120 mths 1.5895

126 mths 1.5895

132 mths 1.5895

138 mths 1.5895

144 mths 1.5895

150 mths 1.5895

156 mths 1.5895

162 mths 1.5895

168 mths 1.5895

174 mths 1.5895

180 mths 1.5895

186 mths 1.5895

192 mths 1.5895

198 mths 1.5895

204 mths 1.5895

210 mths 1.5895

216 mths 1.5895

222 mths 1.5895

228 mths 1.5895

234 mths 1.5895

240 mths 1.5895

246 mths 1.5895

252 mths 1.5895

258 mths 1.5895

264 mths 1.5895

270 mths 1.5895

276 mths 1.5895

282 mths 1.5895

288 mths 1.5895

294 mths 1.5895

300 mths 1.5895

306 mths 1.5895

312 mths 1.5895

318 mths 1.5895

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408 mths 1.5895

414 mths 1.5895

420 mths 1.5895

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438 mths 1.5895

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480 mths 1.5895

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504 mths 1.5895

510 mths 1.5895

516 mths 1.5895

522 mths 1.5895

528 mths 1.5895

534 mths 1.58







**INVESTMENT TRUSTS - Cont.**[illegible]



## LONDON SHARE SERVICE

## INVESTMENT TRUSTS - Cont.

Company	Price	Change	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	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## MARKETS REPORT

## Modest rise for dollar

Rumours of a US invasion of Haiti and a firmer tone to the Treasury bond market helped the dollar finish stronger yesterday, writes Philip Gnanther.

Analysts said the US currency had also benefited from a technical bounce-back which did not signal an interruption of the recent downward trend. The dollar is currently about 6 per cent lower against the yen and the D-Mark since the beginning of June.

The US currency finished in London at DM1.5457 from DM1.5383 and at Y98.28 from Y98.1550.

The D-Mark had a quiet day with trade muted by holidays with the French market closed for Bastille day.

The Dutch central bank cut its special advances rate to 4.80 per cent from 4.90 per cent for a four day money market pact it will launch on Friday.

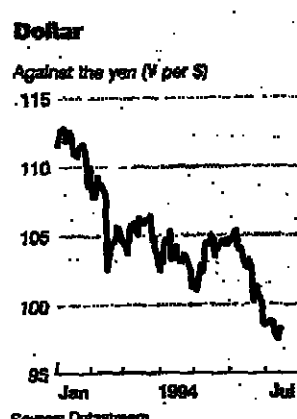
The dollar's firmer tone helped the sterling index rise to 79.2 from 79. The pound finished slightly higher against the D-Mark at DM2.4174 from DM2.4089. Against the dollar, it closed at \$1.564 from \$1.566.

For dollar bulls, the best news lay in the firmer tone of bond markets, both in the US and Europe. In recent months, one of the factors behind D-Mark strength - and dollar weakness - has been investors selling holdings of European bonds and putting the proceeds into D-Mark deposits.

"It is a turn in the bond markets, it should be positive for the dollar," said Mr Chris Turner, currency strategist at BZW. "Anything that takes upward pressure off the D-Mark would have to be good for the dollar."

Part of the improved tone of bond markets may be attributable to improved interest rate expectations. Contrary to the rumours of an imminent and aggressive Fed tightening, which gripped markets on Wednesday, the December eurodollar contract rose by 13 basis points to finish at 94.07. This movement suggests the market is becoming less bearish in its interest rate outlook.

Mr Turner said a firmer dollar required that the Fed either moved to a restrictive monetary stance, from the more



Source: Datastream

neutral position currently, or that evidence emerged about a slowdown in the economy, which would vindicate existing policies. The performance of the bond markets suggests the market believes it may be getting the latter.

Before the Haiti rumours emerged, the dollar had failed to gain any support from the release of the June retail sales figures which rose by 0.8 per cent, in line with market expectations. May retail sales figures were also revised down for the case for higher rates was, if anything, diluted.

Of more encouragement for dollar bulls - and testifying to the confused state of the market - was the White House mid-session review which said the US was approaching full capacity slightly faster than expected. Mr Adrian Cunningham, senior currency economist at UBS in London, commented: "If the White House is thinking it, then almost certainly the Federal Reserve is thinking it too."

The dollar received some support from Mr Hans J. Pletmeyer, the Bundesbank president. He told a lunch in Frankfurt that "the world economy has an interest in an internally and externally stable dollar."

But he made clear that the prime responsibility for the dollar's strength lies in the US itself. The thesis current at the beginning of the seventies - it's our currency but your

problem - is clearly too short-sighted," the Bundesbank president said. "It didn't do the US much good at the time either," he added.

The dollar received further support later from Mr Lloyd Bentsen, the Treasury secretary, when he said the US wanted a stronger dollar and would work with the Fed to achieve it.

Mr Cunningham said there were certainly investors who felt the dollar offered reasonably good medium term value at current levels. But it remained vulnerable on the downside against the yen, he said, so long as the US administration continued its tough talk on trade issues with Japan - most recently from Mr Jeffrey Garten, the US undersecretary of Commerce.

The Swedish krona weakened after hearings in parliament's finance committee failed to provide the market with any assurance that the government has a workable strategy for reducing state debt. The krona closed in London at SKr4.961 against the D-Mark from SKr4.934.

The market was more positive in its response to Italy's deficit proposals to cut 1.6 trillion this year and 1.4 trillion next year. The lira finished slightly firmer at L990.5 from L992.5.

Although volumes were less buoyant than on Wednesday, short sterling futures continued their recent recovery. The December contract traded 38.875 lots to finish 15 basis points higher at 94 from 93.85. Eurodollar futures were also firmer, with the December contract finishing at 95.12 from 95.05.

The Bank of England provided UK money markets with £1.09 billion assistance after forecasting a shortage of £1.15 billion. Overnight money traded between 4 and 5 per cent. German call money eased slightly to 4.80/4.85 per cent from 4.90/5 per cent.

Other currencies: The Swiss franc rose to Sfr1.25 from Sfr1.24. The Japanese yen rose to Y100.10 from Y100.05. The Australian dollar rose to A\$1.48 from A\$1.47. The New Zealand dollar rose to NZ\$1.25 from NZ\$1.24. The South African rand rose to R10.10 from R10.05. The Hong Kong dollar rose to HK\$7.80 from HK\$7.75. The Singapore dollar rose to S\$1.35 from S\$1.34. The Thai baht rose to B\$35.50 from B\$35.40. The Indonesian rupiah rose to Rp1,900 from Rp1,890. The Philippine peso rose to P\$20.50 from P\$20.40. The Malaysian ringgit rose to RM2.50 from RM2.45. The Brunei dollar rose to B\$1.00 from B\$0.95. The East German mark rose to M\$1.00 from M\$0.95. The West German mark rose to DM1.00 from DM0.95. The French franc rose to FF5.00 from FF4.95. The Italian lira rose to L1,000 from L990. The Spanish peseta rose to Ptas1,000 from Ptas990. The Portuguese escudo rose to Esc200 from Esc195. The Greek drachma rose to Dr100 from Dr95. The Turkish lira rose to TL1,000 from TL950. The Egyptian pound rose to E£1.00 from E£0.95. The Syrian pound rose to S£1.00 from S£0.95. The Jordanian dinar rose to JD1.00 from JD0.95. The Kuwaiti dinar rose to KD1.00 from KD0.95. The Saudi riyal rose to SR1.00 from SR0.95. The Yemeni rial rose to YR1.00 from YR0.95. The Somali shilling rose to Sh1.00 from Sh0.95. The Ethiopian birr rose to Br1.00 from Br0.95. The Eritrean nakfa rose to Nf1.00 from Nf0.95. The Djiboutian franc rose to Fc1.00 from Fc0.95. The Comorian franc rose to Cc1.00 from Cc0.95. The Malagasy ariary rose to Ar1.00 from Ar0.95. The Mauritian rupee rose to Ru1.00 from Ru0.95. The Seychellois rupee rose to Rs1.00 from Rs0.95. The Zambian kwacha rose to K1.00 from K0.95. The Botswana pula rose to P1.00 from P0.95. The Namibian dollar rose to D1.00 from D0.95. The South African rand rose to R1.00 from R0.95. The Lesotho loti rose to L1.00 from L0.95. The Swazi lilangeni rose to L1.00 from L0.95. The Mozambican metical rose to M1.00 from M0.95. 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MARKET FUNDS  
Market Funds  
Market Funds

WORLD STOCK MARKETS

EUROPE (Jul 14 / Fri)										ASIA (Jul 14 / Fri)										
Index	High	Low	Open	Close	Change	Vol	High	Low	Open	Close	Change	Vol	High	Low	Open	Close	Change	Vol	High	
FTSE 100	4,320.00	4,280.00	4,280.00	4,280.00	+10.00	1,200,000	Nikkei 225	12,500.00	12,400.00	12,400.00	+100.00	1,500,000	Hong Kong	1,200.00	1,150.00	1,150.00	+50.00	500,000	Shanghai	1,500.00
DAX	2,800.00	2,750.00	2,750.00	2,750.00	+50.00	800,000	TOPIX	1,800.00	1,750.00	1,750.00	+50.00	1,000,000	Hang Seng	1,100.00	1,050.00	1,050.00	+50.00	400,000	Shenzhen	1,200.00
CAC 40	3,500.00	3,450.00	3,450.00	3,450.00	+50.00	600,000	SEAX	1,500.00	1,450.00	1,450.00	+50.00	300,000	Changchun	1,000.00	950.00	950.00	+50.00	200,000	Chongqing	1,100.00
IBEX 35	2,500.00	2,450.00	2,450.00	2,450.00	+50.00	400,000	SET	1,200.00	1,150.00	1,150.00	+50.00	200,000	Beijing	1,300.00	1,250.00	1,250.00	+50.00	300,000	Guangzhou	1,400.00
ATX	1,500.00	1,450.00	1,450.00	1,450.00	+50.00	200,000	PSX	1,000.00	950.00	950.00	+50.00	100,000	Taipei	1,100.00	1,050.00	1,050.00	+50.00	150,000	Wuhan	1,200.00
STOXX	1,800.00	1,750.00	1,750.00	1,750.00	+50.00	300,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Manila	1,000.00	950.00	950.00	+50.00	100,000	Chengdu	1,100.00
FTSE 250	2,200.00	2,150.00	2,150.00	2,150.00	+50.00	500,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Seoul	1,100.00	1,050.00	1,050.00	+50.00	100,000	Xi'an	1,200.00
FTSE 1000	1,500.00	1,450.00	1,450.00	1,450.00	+50.00	300,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Osaka	1,100.00	1,050.00	1,050.00	+50.00	100,000	Harbin	1,200.00
FTSE 2000	1,200.00	1,150.00	1,150.00	1,150.00	+50.00	200,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Yokohama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Qingdao	1,200.00
FTSE 3000	1,000.00	950.00	950.00	950.00	+50.00	100,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Kobe	1,100.00	1,050.00	1,050.00	+50.00	100,000	Jiamusi	1,200.00
FTSE 4000	800.00	750.00	750.00	750.00	+50.00	50,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Chengdu	1,100.00
FTSE 5000	600.00	550.00	550.00	550.00	+50.00	25,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Chiba	1,100.00	1,050.00	1,050.00	+50.00	100,000	Wulumuqi	1,200.00
FTSE 6000	400.00	350.00	350.00	350.00	+50.00	10,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Miyagi	1,100.00	1,050.00	1,050.00	+50.00	100,000	Urumqi	1,200.00
FTSE 7000	200.00	150.00	150.00	150.00	+50.00	5,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Ibaraki	1,100.00	1,050.00	1,050.00	+50.00	100,000	Kashgar	1,200.00
FTSE 8000	100.00	50.00	50.00	50.00	+50.00	2,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Gunma	1,100.00	1,050.00	1,050.00	+50.00	100,000	Lhasa	1,200.00
FTSE 9000	50.00	0.00	0.00	0.00	+50.00	1,000	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Shigatse	1,200.00
FTSE 10000	0.00	0.00	0.00	0.00	+50.00	500	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Chiba	1,100.00	1,050.00	1,050.00	+50.00	100,000	Ngari	1,200.00
FTSE 11000	0.00	0.00	0.00	0.00	+50.00	250	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Miyagi	1,100.00	1,050.00	1,050.00	+50.00	100,000	Chamdo	1,200.00
FTSE 12000	0.00	0.00	0.00	0.00	+50.00	100	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Ibaraki	1,100.00	1,050.00	1,050.00	+50.00	100,000	Markam	1,200.00
FTSE 13000	0.00	0.00	0.00	0.00	+50.00	50	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Gunma	1,100.00	1,050.00	1,050.00	+50.00	100,000	Shannan	1,200.00
FTSE 14000	0.00	0.00	0.00	0.00	+50.00	25	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Yamouli	1,200.00
FTSE 15000	0.00	0.00	0.00	0.00	+50.00	10	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Chiba	1,100.00	1,050.00	1,050.00	+50.00	100,000	Wangmo	1,200.00
FTSE 16000	0.00	0.00	0.00	0.00	+50.00	5	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Miyagi	1,100.00	1,050.00	1,050.00	+50.00	100,000	Chamdo	1,200.00
FTSE 17000	0.00	0.00	0.00	0.00	+50.00	2	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Ibaraki	1,100.00	1,050.00	1,050.00	+50.00	100,000	Markam	1,200.00
FTSE 18000	0.00	0.00	0.00	0.00	+50.00	1	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Gunma	1,100.00	1,050.00	1,050.00	+50.00	100,000	Shannan	1,200.00
FTSE 19000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Yamouli	1,200.00
FTSE 20000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Chiba	1,100.00	1,050.00	1,050.00	+50.00	100,000	Wangmo	1,200.00
FTSE 21000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Miyagi	1,100.00	1,050.00	1,050.00	+50.00	100,000	Chamdo	1,200.00
FTSE 22000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Ibaraki	1,100.00	1,050.00	1,050.00	+50.00	100,000	Markam	1,200.00
FTSE 23000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Gunma	1,100.00	1,050.00	1,050.00	+50.00	100,000	Shannan	1,200.00
FTSE 24000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Yamouli	1,200.00
FTSE 25000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Chiba	1,100.00	1,050.00	1,050.00	+50.00	100,000	Wangmo	1,200.00
FTSE 26000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Miyagi	1,100.00	1,050.00	1,050.00	+50.00	100,000	Chamdo	1,200.00
FTSE 27000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Ibaraki	1,100.00	1,050.00	1,050.00	+50.00	100,000	Markam	1,200.00
FTSE 28000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Gunma	1,100.00	1,050.00	1,050.00	+50.00	100,000	Shannan	1,200.00
FTSE 29000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Yamouli	1,200.00
FTSE 30000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Chiba	1,100.00	1,050.00	1,050.00	+50.00	100,000	Wangmo	1,200.00
FTSE 31000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Miyagi	1,100.00	1,050.00	1,050.00	+50.00	100,000	Chamdo	1,200.00
FTSE 32000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Ibaraki	1,100.00	1,050.00	1,050.00	+50.00	100,000	Markam	1,200.00
FTSE 33000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Gunma	1,100.00	1,050.00	1,050.00	+50.00	100,000	Shannan	1,200.00
FTSE 34000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00	+50.00	150,000	Saitama	1,100.00	1,050.00	1,050.00	+50.00	100,000	Yamouli	1,200.00
FTSE 35000	0.00	0.00	0.00	0.00	+50.00	0	SEMI	1,300.00	1,250.00	1,250.00										



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

TELEPHONE THAT WORKS FOR LIFE					
Samsung Personal Fax					
Telephone Answering Machine Automatic Paper Cutter 60 Locations Automatic Dial					
SAMSUNG ELECTRONICS					



[illegible][illegible]

		T-Cell Tissue Corp	0.52	7	144	3	3%	+½
		TRC Cable		17	495	28½	27½	28
		TSC Corp		14	966	11	10½	11
28½	28½	28½	-½					
		TechnData	0.44	27	531	22½	22½	23
		TechnData		1115889	17½	16	17	-1
6½	6	6½	-½					
		Tecumseh	0.80	12	180	48½	48	48½
11½	11½	11½	-½					
		Telecast		2	21	8	8	8
14	14	14	-½					
		Telecom Sys		9	326	13½	13½	13½
17½	18½	16½	-½					
63½	63	63	-½					
		TeleCommA		23314491	20½	19½	19½	19½
27½	27½	27½	-½					
		Telebata		2617820	135½	35½	36½	35½
17½	16½	16½	-½					
		Telecom Co	0.01	81	68	17½	14½	14½

## 4 nm close July 2

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11. *Journal of the American Medical Association*, 2000; 283: 2686-2692.





AMERICA

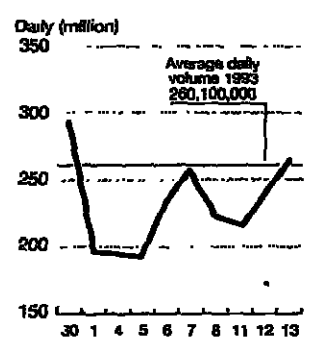
# Bonds and dollar lift Dow higher

Wall Street

A sharp rise in bonds and a rally in the dollar helped US share prices post big gains across the board yesterday morning, writes Patrick Harverson in New York.

By 1pm, the Dow Jones Industrial Average was up 30.43 at 3,734.71. The more broadly based Standard & Poor's 500 was also firmer at the halfway stage, up 4.61 at 453.34, while the American Stock Exchange Composite was 2.36 higher at 400.09 and the Nasdaq composite up 4.45 at 723.80. Trading volume on the NYSE was 182m shares by

NYSE volume



1pm. After three days of minimal movement from blue-chip stocks, share prices took off in the morning, fuelled by a surprising rally in the recently depressed bond market. By early afternoon, the benchmark 30-year government bond was up more than a point, and the yield down to 7.552 per cent. The gains in bonds were prompted by a variety of factors, including rumours of a US military invasion of Haiti (later denied by the Pentagon), strong retail demand, and short-covering by dealers. The key factors in the bond market's advance, however, were yesterday's economic releases. First, the latest weekly jobless claims data showed a bigger-than-expected rise in the number of people claiming state unemployment insurance, then the June retail sales figures came in slightly weaker than forecast. Together, the data cheered fixed-income investors because it suggested that the economy might not be as strong as feared.

Stock market investors, who might normally have been depressed by the economic news, chose to ignore the implications of the data and focused instead on the rise in bond prices, and the sharp drop in long-term interest rates as measured by the 30-year yield. Another modest rise in the value of the dollar - which had climbed to Y88.45 and DM1.5540 just before 1pm - also lifted share prices. Chrysler rose 1% to \$51 in early trading after announcing record second quarter profits

## S Africa makes gains

South African shares made reasonable gains in the afternoon helped by an improvement in the futures exchange. The overall index was up 33 at 5,506, the industrial index added 39 to 8,507 and the gold index lost 4 to 2,101. Traders said that further gains would depend on Wall Street's performance, the

of \$96m, up from \$68m a year ago. Although the stock later gave up some of its gains, Chrysler was still up 1% at \$50. General Motors and Ford, which are also expected to report stronger earnings for the quarter, were up 1% at \$52 and unchanged at \$32, respectively.

JP Morgan fell 1% to \$60 after reporting second quarter earnings of \$56m, down from \$43m a year earlier, in the wake of disappointing securities trading revenues.

A broad range of cyclical, technology and blue-chip stocks were in demand, with IBM up 1% at \$58, Minnesota Mining & Manufacturing 1% higher at \$51 and AT&T up 1% at \$54.

Talk that the collapse of the merger between CBS and QVC might spark takeover interest in CBS lifted the television group's stock 1% to \$21.14. QVC, which is the subject of a \$44 share offer from Comcast, rose 1% to \$43, as investors bet that Comcast would have to raise its bid to be successful. Kendall International rose 3% to \$54 after Tyco International bid \$1.4bn for the medical products manufacturer.

Canada

Toronto stocks were firmer at midday as equities took some heart from rallying bond markets to bounce back from recent losses. The TSSE 300 composite index was up 27.63 at 4,188.18 in volume of 30.22m shares valued at T\$346.92m.

Precious metals bucked the trend to stand off 0.7 per cent, which traders attributed to reduced inflation fears.

The conglomerates sub-index posted the heaviest gains, rising 3.4 per cent on a C\$X rise by Canadian Pacific to C\$21.14 in volume of 488,092 shares.

Communications, forest products and financial services also made solid gains. Rogers Communications added C\$1, to C\$20.4 and International Forest Products was up C\$1 to C\$14.4. Imasco gained C\$1.1 to C\$35 and Cognos was up C\$1.1 to C\$15.

Brazil

Share prices in São Paulo were 4.9 per cent higher in moderate mid-morning trading as investors returned to the market on bargain-hunting.

The Bovespa index of the 86 most active shares was up 1,287 at 40,296 in turnover of R\$108m (\$116.6m).

Investor sentiment was also stimulated by a new presidential election poll conducted by the independent Vox Populi Institute which said that Mr Fernando Henrique Cardoso had gained further ground against opposition candidates.

Telebras preferred stock was 6.4 per cent higher at R\$43.10 as the company recouped most of the ground lost over the last three days.

EUROPE

# Afternoon data help consolidate bourse recovery

Lower than expected US retail growth figures, the reaction in US and European bond markets and better news from Swiss pharmaceuticals were all influential as bourses rose for the second day in succession, writes Our Markets Staff.

FRANKFURT'S experience was a measure of the day, the Dax index rising just 1.62 to 2,065.62 in official floor trading, as turnover eased from DM5.4bn to DM5.5bn, but spurring in the afternoon on the 100, screen-based system to end the day at 2,070.71.

Bund futures led the way up, the September contract breaking through resistance at 93.50 to register a gain of 70 basis points near the end of the day. There was some response in senior blue chip prices, Allianz ending the afternoon at DM2.470, up DM50, and Dalmat adding DM11.20 at DM737.20, but the big three chemicals, near their highs for the day, were still subdued following Wednesday's sell-off.

Dealers said that there was more interest in second-rank blue chips, Schering, the pharmaceutical group, rose DM14 on the session to DM321 after relative weakness recently, and Continental, the tyre-maker, put on DM8 at DM244.50.

ZURICH recovered its confidence in a rebound led by pharmaceuticals after first half figures from Sanofi. The SMI index rose 53.1 or 2.2 per cent to 2,528.3, with the firmer dollar and the latest US economic data enhancing the mood. Sanofi registered rose SF11 to SF13.59 after it reported first

half sales growth of 2 per cent in Swiss franc terms. While this was at the lower end of expectations, analysts noted that the statement contained no negative surprises.

Ciba registered rose SF11 to SF13.22 as it forecast that 1994 group net profit would rise, in spite of the weak dollar.

Roche certificates recouped SF100 to SF15.50. The shares had fallen by 10 per cent over the previous two sessions after Roche unveiled its own six month sales figures on Tuesday.

Nestlé rose SF142 to SF111.12 but analysts said there was no specific news to account for the 10 per cent rise. The sector's strength spilled over to Olivetti, L70 higher at L2,510, and Pirelli which added L45 to L2,685.

Falck, the steel group, picked up from a 5.5 per cent fall to finish L100 lower at L5,002 on news that its chairman had been arrested in connection with investigations into alleged bribes paid to fraud squad officials. Rinascente, the retail group was L194 higher at L7,722 as its managing director was arrested as part of the same investigation. About 50 arrest warrants were said to have been issued for businessmen and fraud squad officers.

AMSTERDAM rose modestly with volatility still present ahead of today's expiry of options. The AEX index gained 2.53 to 388.84. Firm prices were seen all round, although investor interest was tamed by the lack of corporate news. Elsevier impressed with a F1.80 rise to F157.40 while the chemical groups, Akzo and DSM, also

FT-SE Actuaries Share Indices

Index	Jul 14	Jul 13	Jul 12	Jul 11	Jul 10	Jul 9	Jul 8	Jul 7
FT-SE 100	1327.82	1328.83	1331.61	1331.49	1332.73	1336.16	1334.09	1337.33
FT-SE 250	1368.35	1368.35	1369.75	1371.12	1373.26	1374.49	1374.73	1374.18

Base 1000 000/000, High/Low: 100 - 1328.11, 200 - 1373.33 Low/Low: 100 - 1327.54 200 - 1368.33

cheap and that, in terms of earnings recovery potential, BCI looked interesting.

Telecoms continued to recover from recent losses with Sip up L125 to L4,360 and Stet L185 higher at L5,540. The sector's strength spilled over to Olivetti, L70 higher at L2,510, and Pirelli which added L45 to L2,685.

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featured, rising respectively by F11.50 and F11.40 to F156.60 and F151.80.

DSM was recommended by James Capel even though the second quarter results, due early next month, may not repeat their good first quarter performance, owing to restructuring charges. Nevertheless, Capel suggested that after losses in 1993, the company could report earnings per share of around F1.20 by 1996.

MADRID offered a relatively moderate reaction to its own bond market gains, the general index closing 1.26 higher at 302.86 in turnover of Ptas28.8bn after a rise of 123 basis points to 90.85 in the September bond future.

Banesto offered some comfort to stale bulls of the rescued banking stock, recovering Ptas80 to Ptas90 as BCI rose Ptas50 to Ptas62.5 and Santander Ptas105 to Ptas149.20.

However, Repsol refused to react further to crude oil prices after its gains on the Nigerian oil workers strike, losing Ptas80 at Ptas90; while Sarrio, the paper group, fined by the European Commission for alleged cartel practices, lost Ptas22 at Ptas38. TEL AVIV resumed its recovery

EUROPEAN EQUITIES TURNOVER

Source	Monthly total in local currencies (bn)					US \$bn
	Mar 1994	Apr 1994	May 1994	June 1994	Jul 1994	
Belgium	83.75	69.93	73.08	71.22	2.17	
France	218.69	145.17	175.15	215.7	39.50	
Germany	214.73	188.00	191.07	185.42	103.91	
Italy	80.380	105.964	98.228	99.404	37.51	
Netherlands	33.10	25.50	21.80	28.40	9.94	
Spain	1,491.24	1,160.49	1,340.00	1,308.75	16.18	
Switzerland	32.02	23.93	28.12	21.63	16.18	
UK	61.14	46.57	44.27	46.32	71.49	

Values represent purchases and sales. Market data adjusted to include off-market trading. Some figures may be revised. Source: NatWest Securities

European equity markets were depressed throughout June owing to pressure on the dollar, which resulted in a 3 per cent decline in US Treasury bond prices. International investors increased their selling pressure, says Mr James Cornish of NatWest Securities, which compiled the data. Consequently, turnover in European stocks traded on Sog International in London, as a proportion of that in continental domestic markets, rose to 16.8 per cent in June, from 16.3 per cent in May and 15.8 per cent in April. Overall, European turnover fell by 3 per cent last month from the May figure. France showed the biggest individual gain, turnover rising by some 23 per cent as the market index fell 6.4 per cent, Mr Cornish notes. Good gains were also seen in the Netherlands and Germany, with the latter seeing a rise of 9.5 per cent after a poor showing in May. Against the three month average Germany remained 10.5 per cent down. Among the month's disappointments, Switzerland eased by 17 per cent as the general index declined by 4 per cent. However, Italy was the major loser, turnover here losing 40 per cent, and the market index almost 6 per cent as sentiment began to turn sour over the new government's ability to tackle the budget deficit.

Some brokers said that the market had advanced by more than 40 per cent over the previous two weeks, that a correction was long overdue and that it was likely to deepen early next week.

WARSAW tumbled on profit-taking after seven consecutive gains, the WIG index closing 555.8, or 5.9 per cent lower at 10,407.1 in turnover down 25 per cent at 1,000bn zlotys.

Written and edited by William Cochrane, John Pitt and Michael Morgan

ASIA PACIFIC

# Nikkei edges ahead as Kuala Lumpur advances 2.2%

Tokyo

Arbitrage buying lifted share prices after the yen fell slightly against the dollar, writes Emilio Terzuolo in Tokyo.

The Nikkei 225 average rose 177.53 to 20,718.04 after a low of 20,504.41, and a high of 20,730.25 in the last 30 minutes of trading, gaining strength in the afternoon session on bargain hunting and arbitrage buying.

Volume totalled 292.8m shares against 314m. Some foreign investors were seen taking profits, while financial institutions and investment trusts were the main buyers of the day. However, many investors remained on the sidelines, due to lingering uncertainty over the course of the yen.

The Topix index of all first section stocks rose 9.99 to 1,664.52 and the Nikkei 300 gained 1.86 to 302.47. Advances led declines by 767 to 871 with 143 unchanged and, in London, the ISE/Nikkei 50 index rose 1.87 to 1,352.11.

Buying centred around shares linked to the consumption recovery, and oil exploration in Vietnam. Buy-backs of export oriented, high-technology stocks which had been sold off due to the high yen also supported the index.

Mitsui, the most active issue of the day, rose Y35 to Y890 on its resources development in Vietnam. Marubeni, another trading house, closed Y13 higher at Y550. However, Mitsubishi Oil, whose discovery of a second oil well in Vietnam triggered the recent interest in the theme, fell Y20 to Y1,180 on profit taking.

Department store shares were bought actively on hopes of an increase in consumer spending. Tokai Department Store rose Y34 to Y390 and Dai-maru gained Y32 to Y393. But Kirin Brewery, which recently

gained on the hot summer theme, fell Y10 to Y1,220.

Some banks were weaker in spite of arbitrage buying. Industrial Bank of Japan fell Y10 to Y3,180 and Sumitomo Bank declined Y20 to Y2,900.

Electricals were higher. Sony gained Y200 to Y9,160 and Hitachi rose Y10 to Y1,020. Car electronics makers were stronger on reports that the government will push for car navigation systems. Kenwood Electronics Y32 to Y955 and Alpine Electronics added Y90 to Y2,300.

In Osaka, the OSE average rose 192.58 to 23,148.41 in volume of 35.1m shares.

Roundup

Pacific Rim markets turned in mixed performances.

KUALA LUMPUR saw foreign demand for Malaysian blue-chip stocks, which sent the composite index 2.2 per cent up through the psychological 1,000-point level. The index finished at 21.33 higher, at 1,010.80. Tenaga Nasional and United Engineers each jumped 70 cents to M\$14.0 and M\$10.90, while Telekom Malaysia firmed 60 cents to M\$19.50.

MANILA rose sharply at the close, spurred by PLDT's rebound in New York and bargain-hunting in other issues. The composite added 47.07 or 1.9 per cent to 2,597.89 as PLDT climbed 3.2 per cent to 1,440 pesos after jumping 52% to \$554 on Wall Street.

SYDNEY advanced 1.5 per cent, through the psychologically important 2,000 barrier in volatile trade, lured higher by a rally on the futures market. The All Ordinaries index closed 29.1 firmer at 2,007.7.

Brokers said rumours of a large institutional investor doing some portfolio buying also gave the market impetus. BHP put on 60 cents or 2.8 per cent to \$17.94 amid speculation that it was about to

embark on a major offshore takeover.

HONG KONG stepped back after the strong rally of the previous two days, surrendering sharp early gains to profit-takers. The Hang Seng index fell 80.53 to 8,908.28 after an early peak of 8,944.31 in turnover that was little changed at HK\$3.84bn.

TAIPEI's early gains were reversed by late profit-taking amid worries that the central

bank might tighten monetary policy next week. The weighted index fell 13.62 to 6,304.61, off a 6,392.88 high.

WELLINGTON shrugged off political uncertainty to close slightly firmer, although late selling trimmed the rise. The resignation of Ms Ruth Richardson, the government MP and former finance minister, raised the prospect of a snap election. The NZSE-40 capital index closed up 3.58 at 1974.1 in

turnover of \$423m.

BOMBAY was lower as buying eased on the last day of account in specified shares amid rumours that bourse officials might levy a 20 per cent margin on cash shares. The BSE 30-share index lost 37.89 to 4,093.63.

SEOUL extended early losses which stemmed from profit-taking in most sectors and the composite index fell 3.28 to 558.71. Recently strong smaller-

capitalised shares lost momentum after the Securities Supervisory Board said it would crack down on stock price manipulations. SINGAPORE was little changed but the broad market's tone was improved with pockets of buying seen among blue chips. The Straits Times Industrials index closed 5.85 higher at 2,189.78, with banks, properties and most shipyards in demand.

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FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Ltd., Goldman, Sachs & Co. and NatWest Securities Ltd. in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	US Dollar Index	Day's Change %	WEDNESDAY JULY 13 1994					THURSDAY JULY 12 1994					DOLLAR INDEX				
			Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on Prev.	Gross Dnly. Yen	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	52 week High	52 week Low	Year to date Appr.		
Australia (69)	168.67	0.9	157.80	103.41	133.30	148.96	0.3	3.67	155.12	105.67	101.04	130.79	149.50	188.15	136.28	139.25	
Austria (17)	188.22	-1.1	178.20	116.78	150.53	150.35	-0.1	1.06	190.32	116.43	116.46	150.75	150.48	185.41	148.02	148.02	
Belgium (37)	189.80	0.1	160.79	105.37	135.82	132.77	0.0	4.16	171.53	104.96	104.96	135.86	132.81	176.67	143.92	143.91	
Canada (108)	128.11	0.4	119.40	73.24	100.85	125.99	0.2	2.89	125.06	71.47	70.89	98.35	125.76	145.31	120.54	127.98	
Denmark (52)	289.59	-0.6	255.17	107.22	215.54	221.49	0.2	1.38	271.10	85.59	105.89	214.73	220.94	278.79	207.58	210.29	
Finland (24)	156.95	0.2	146.80	97.28	125.52	157.74	1.3	0.85	156.67	147.71	66.87	124.08	105.85	156.95	96.42	96.98	
France (97)	173.13	0.8	163.91	107.42	136.46	143.16	1.5	3.13	171.84	102.00	105.15	138.10	141.05	185.37	148.00	151.69	
Germany (58)	142.36	-0.7	134.79	86.33	113.88	113.85	0.3	1.82	143.38	135.14	67.72	113.54	113.54	147.07	112.08	114.59	
Hong Kong (56)	180.45	3.0	341.27	253.84	289.77	337.54	3.0	2.32	340.89	250.97	274.10	271.73	347.08	508.68	271.42	280.04	
Ireland (14)	195.24	0.2	184.86	121.14	166.16	177.72	0.9	3.43	184.94	103.78	119.29	154.40	178.28	208.33	157.46	157.49	
Italy (91)	85.98	0.6	81.39	53.33	86.76	98.00	1.7	1.54	85.45	80.57	82.30	67.68	96.38	97.78	57.88	67.97	
Japan (48)	168.17	-0.9	159.23	104.24	134.50	104.34	0.5	0.73	168.74	102.03	62.97	134.45	102.87	170.10	124.54	125.08	
Malaysia (26)	454.78	0.7	440.02	288.38	371.70	453.33	0.8	1.78	451.42	435.02	282.36	368.48	458.95	621.83	322.00	325.08	
Mexico (18)	1932.12	-0.2	1828.28	1198.78	1545.19	1182.83	-0.2	1.88	1836.43	1825.82	1184.98	1593.74	1797.83	2647.08	1516.57	1540.42	
Netherlands (27)	204.80	-0.1	193.91	127.07	163.79	180.87	0.7	3.53	204.98	133.23	125.42						
New Zealand (14)	194.98	0.3	185.10	127.05	105.87	125.00	0.4	4.38	195.16	127.07	40.48	52.47	90.07	77.58	51.82	51.82	
Norway (23)	199.94	0.8	182.32	124.06	159.51	183.03	1.7	1.91	198.27	186.32	131.33	157.04	178.98	208.42	158.74	175.95	
Sweden (34)	334.54	1.4	316.74	207.67	207.56	233.07	1.5	1.81	329.89	211.01	201.87	229.51	229.64	378.62	244.27	244.27	
South Africa (59)	277.66	0.8	260.90	172.29	172.07	280.40	0.4	2.28	275.94	168.46	216.05	271.24	268.95	318.91	192.00	192.00	
Switzerland (47)	143.24	0.1	143.24	81.71	134.53	143.40	1.9	1.45	143.15	134.86	87.55	133.85	133.85	155.13	106.33	106.33	
Sweden (34)	212.56	0.0	201.25	121.81	220.00	235.83	1.0	1.88	212.56	204.00	130.07	165.38	236.94	241.51	185.76	185.76	
Switzerland (47)	152.53	-2.1	148.07	97.12	125.19	125.75	-1.4	1.59	150.82	100.88	97.80	128.28	127.47	176.98	124.48	124.48	
United Kingdom (204)	191.89	0.9	181.87	119.00	153.55	167.67	1.3	4.15	188.26	118.37	116.42	160.99	178.97	214.96	170.40	170.40	
USA (619)	168.12	0.2	173.75	113.62	146.43	148.12	0.2	2.93	167.73	111.83	102.27	122.43	122.43	168.94	178.95	178.95	
EUROPE (729)	168.72	0.1	176.74	106.34	138.30	148.18	0.2	3.11	168.91	105.96	103.17	135.47	147.95	176.98	142.92	142.92	
EUROPE (729)	211.15	0.2	211.15	122.87	163.79	180.10	0.2	1.47	211.15	122.87	163.79	180.10	202.93	211.15	163.79	163.79	
Pacific Basin (740)	174.95	-0.6	165.26	105.30	138.60	113.47	0.8	0.75	176.53	105.48	104.71	138.08	112.17	176.87	134.79	134.79	
Euro-Poland (170)	171.97	0.3	162.81	106.70	137.73	126.01	0.7	1.00	172.44	102.88	105.62	138.98	112.12	172.44	143.88	143.88	
North America (833)	248.08	0.2	240.92	111.42	143.56	173.18	0.2	2.92	248.21	105.95	105.96	141.94	176.83	182.73	173.67	173.67	
North America (833)	176.58	0.2	176.58	105.95	105.95	141.94	0.2	2.92	176.58	105.95	105.95	141.94	176.58	176.58	176.58	176.58	
Asia, Excl. Japan (261)	170.50	0.1	172.32	104.97	152.02	214.59	0.8	2.86	236.05	222.54	144.44	186.97	211.32	292.21	169.63	169.63	
World Ex US (1862)	172.70	-0.2	163.81	107.15	138.12	131.24	0.7	1.83	173.12	103.21	106.94	137.12	130.38	173.12	145.56	145.56	
World Ex UK (1930)	173.21	-0.2	163.04	107.56	138.73	144.00	0.4	2.07	173.54	103.80	106.99	137.69	133.38	173.54	156.88	156.88	
World Ex US & UK (2113)	174.87	-0.1	165.11	107.85	140.45	144.00	0.4	2.07	175.16	103.80	106.99	137.69	133.38	175.16	156.88	156.88	
World Ex Japan (1728)	181.25	0.3	171.80	112.45	144.95	171.96	0.5	2.97	180.71	107.37	110.58	144.51	171.94	198.00	168.51	168.51	
World Ex Japan (1728)	176.15	-0.1	165.83	108.68	140.07	147.47	0.5	2.27	175.31	106.97	107.27	139.86	144.29	176.02	158.08	158.08	



## RECRUITMENT

## Jobs: Salary comparisons in smaller companies

# Euro-picture restores perspective

Do many of Britain's executives get a raw deal on pay compared with their European counterparts? A glance at the figures in the table to the right might suggest that they do.

While the government, even the Confederation of British Industry, has made pronouncements on the unfairness of certain pay awards to some of the UK's top executives, it looks as if their increases may have been far from representative across managerial grades.

Some organisations have been grumbling for a while that the biggest salary awards to individuals do not reflect reality for most executives. The large increases in the pay packets of many of the utility heads and some of the leaving bonuses and profits on share option schemes reaped in those industries have tended to dominate the headlines.

According to this year's edition of Remuneration in Europe, a salary report covering 36,000 executive pay packages in 12 countries compiled

by a consortium of remuneration consultancies, UK executives still receive almost the lowest pay rises in Europe. In 1993 they received 3.9 per cent on average, virtually in line with inflation, while those in Portugal, for example, received 9 per cent.

Looking across the figures supplied for UK executive posts, very few seem to come close to those on offer in other parts of Europe. P-E International, which publishes the report, suggests the picture might not be as gloomy for UK executives as it appears, since the UK has far more large public companies compared to Europe generally.

The base salaries in the larger companies, it says, were still ahead of those of their European counterparts.

The accompanying table is culled from the full report. Priced at £25, it is available from The Centre for Management Research, P-E International Group at Park House, Wick Road, Egham, Surrey TW20 0HW. Inquirers should

telephone Joanna Woodford, the project manager, on (0784) 476466, fax (0784) 476388.

Note that the salaries in the table, quoted in the currencies of the base countries in the report, have been converted to sterling exchange rates at the close of the UK foreign exchange market on Friday July 8. The table is confined to seven countries. It does not quote Germany, for example, because it is difficult to break down the pay figures into the two salary size brackets.

### Moving story

The proportion of companies offering relocation assistance to newly recruited staff is continuing to decline, according to a survey of 500 companies across the UK. The survey, carried out by Robert Half and Accountemps, the financial recruitment consultants, found that just over half of those questioned were offering relocation expenses compared with 90 per cent five years ago.

This downward trend, says

the report, is likely to have an impact on labour mobility, already affected by a depressed housing market.

Four out of five of the companies providing assistance, offered block allowances, varying, on average, somewhere between £2,000 to £3,000.

Most companies with a relocation policy restrict expenses to reimbursement of estate agent, legal fees and removal costs. Other possible allowances were for temporary housing, offered by 80 per cent of them, stamp duty (73 per cent), and bridging loans (35 per cent). Mortgage subsidies were offered by 8.5 per cent.

Geoff Groot, managing director of Robert Half and Accountemps, said the trend could impact on the quality of applicants. "Candidates who feel they are not going to get relocation expenses might restrict their job search to their locality rather than the whole country."

Richard Donkin

Country: Position	Organisations employing up to 250 people				Organisations employing from 250 to 1,000			
	Lower quartile	Median	Upper quartile	Total	Lower quartile	Median	Upper quartile	Total
Spain M.D.	89,825	74,578	88,775	84,763	110,473	117,790	84,788	96,334
Sales & Mktg head	41,396	44,887	47,281	52,957	57,586	64,758	46,882	57,730
Manufacturing	37,406	39,361	45,960	49,082	54,862	58,835	44,887	47,381
Finance head	34,912	37,341	42,384	47,281	54,862	57,231	39,127	46,882
Personnel head	34,413	35,650	40,598	42,384	47,381	50,942	41,396	43,465
Switzerland M.D.	72,477	79,823	88,638	98,922	97,943	117,531	91,067	95,494
Sales & Mktg head	65,132	68,560	69,539	75,905	79,333	86,618	69,539	74,436
Manufacturing	56,317	60,724	66,601	70,029	77,864	86,070	77,375	70,029
Finance head	56,317	57,785	61,214	64,842	67,061	73,457	66,560	72,477
Personnel head	50,830	53,868	56,907	60,235	62,193	67,580	61,704	67,091
France M.D.	72,444	78,234	102,258	114,522	137,513	154,018	76,192	82,294
Sales & Mktg head	64,852	73,833	83,039	94,666	105,861	120,684	67,961	77,453
Manufacturing	44,696	50,054	60,696	67,897	76,180	85,321	54,618	61,165
Finance head	42,198	47,287	59,783	66,966	70,854	79,122	46,964	52,588
Personnel head	40,995	45,909	60,576	67,831	67,495	75,591	42,930	48,084
UK M.D.	42,475	50,000	59,618	64,000	76,884	105,000	69,668	71,502
Sales & Mktg head	32,219	36,118	39,250	44,408	46,934	51,652	40,500	43,583
Manufacturing	29,645	32,000	34,772	36,500	42,000	43,000	37,025	40,000
Finance head	33,912	36,425	43,150	47,750	55,750	60,726	43,574	48,500
Personnel head	-	-	36,069	38,619	-	-	35,405	38,790
Belgium M.D.	66,892	71,442	75,334	75,334	90,900	95,070	72,720	72,720
Sales & Mktg head	47,156	51,885	57,732	60,566	68,728	76,961	55,058	58,435
Manufacturing	45,779	47,515	50,848	52,883	66,513	69,467	52,225	58,870
Finance head	43,663	48,134	52,504	56,875	58,950	66,932	46,976	48,878
Personnel head	38,834	44,801	43,624	45,519	47,575	51,007	46,757	48,752
Netherlands M.D.	67,696	71,378	79,470	90,507	86,460	100,441	73,215	79,102
Sales & Mktg head	55,187	57,027	59,802	60,708	60,706	71,376	63,648	72,479
Manufacturing	47,461	48,585	52,980	54,819	57,395	62,545	56,843	60,708
Finance head	44,150	45,989	50,772	53,348	54,083	61,610	49,565	49,565
Personnel head	-	-	50,404	50,404	-	-	45,989	51,140
Denmark M.D.	67,433	90,003	95,826	103,639	119,080	118,692	95,582	105,108
Sales & Mktg head	53,078	64,599	67,841	67,030	69,882	74,814	54,814	61,880
Manufacturing	47,309	49,512	56,808	59,425	67,397	72,747	49,931	51,924
Finance head	47,204	49,931	58,855	59,008	70,177	70,701	53,078	53,183
Personnel head	45,316	45,316	50,038	51,505	60,105	61,365	48,253	48,253

Table compiled by Fumio Ishiguro



## Foreign Exchange Dealer

### Competitive Salary & Full Banking Benefits

Moscow Narodny is a Russian owned British Bank, based in the City of London for 75 years.

We are now expanding our Foreign Exchange Operations to take advantage of new business opportunities.

We are looking for a young and energetic dealer to trade EMS related as well as other currencies to complement our existing foreign exchange team.

You will probably be in your twenties with a minimum of 3 years' experience trading in a

lively Foreign Exchange environment and be able to demonstrate that you have the necessary drive and ability to succeed in this demanding role.

There is a considerable opportunity for a self-motivated individual to make a significant contribution as part of a growing team.

If you feel that you have the necessary qualifications, please write, enclosing a full C.V. and outlining present salary, to John Glover, Assistant General Manager - Human Resources, Moscow Narodny Bank Limited, 81 King William Street, London EC4P 4JS.

**Moscow Narodny Bank Limited**

U.S. Primary Dealer seeks fixed income sales and trading personnel in the U.K. Interested applicants should have a minimum of 5 years experience with a commensurate customer base. Competitive salary and bonus.

Applicants can send resume in confidence to: Box A2089, Financial Times, One Southwark Bridge, London SE1 9PL.

**MANAGEMENT TRAINEE**  
Long term development and growth in private limited company expanding in Central London. Individuals aged 23-35 seeking opportunities in financial markets. Potential to progress to senior management, with full profit participation. Call: JOHN KILBURN-TOPPER 071 240 4942

## EMERGING MARKETS

## SEARCH & SELECTION

### FIXED INCOME SALES

Our client, a well-established fixed-income house with offices in London, New York, Frankfurt and Zurich, wishes to appoint a limited number of fixed-income sales people to be based in London. Owned by the top-tier institutional shareholders, the firm's success rests on its ability to attract high producing sales professionals with established institutional relationships developed over a number of years. Experience within the Emerging Markets, although not essential, would be of particular interest.

In return for one of the most attractively incentivized packages in the City, highly professional technical and settlement support, and a pleasant and challenging working environment, the successful candidate will demonstrate the following:

- Solid institutional client base
- Proven track record
- Maturity, independence of spirit, revenue focus

For those requiring remuneration based on results, minimal bureaucracy and total professionalism this opportunity must be explored.

For further information, in strictest confidence, please contact Philip Radcliffe on 071 400 4744 or write to: Emerging Markets Search and Selection, A Division of Global Markets Recruitment, 290 Moorgate, London EC2A 4PU. Tel: 071 400 4744. Fax: 071 400 4745.

## MAKINSON COWELL

Makinson Cowell is a specialist independent consultancy which advises leading British companies on their relationships with the financial community. We are seeking to recruit an individual with an investment background and strong analytical skills to work as a member of this close-knit team.

The associate will support one of the firm's five partners in maintaining a small roster of retained clients. The position offers the right candidate good opportunity for career development in a working environment which rewards initiative and enthusiasm.

Candidates are likely to be graduates with two or more years experience in the securities, merchant banking or investment management industries. Candidates must be able to demonstrate fluent report writing skills and computer literacy.

A competitive financial package commensurate with experience will include a full range of benefits. Makinson Cowell is an equal opportunities employer. Please write with a full CV to Marian MacBryde, Makinson Cowell, 16 St John's Lane, London EC1M 4BS.

MEMBERS OF THE SFA

## SECURITIES LENDING PRODUCT MANAGER

Our client, a major banking corporation, is expanding its global custody business creating an opportunity for a Securities Lending Product Manager.

Based in London and travelling extensively, you will be responsible for providing comprehensive product management from product development and risk analysis to budgetary control.

This will require full knowledge of US accounting practices and US banking laws and regulations, plus experience

of applying these within the European market. You should also be familiar with securities laws and regulatory requirements within global markets. Knowledge of cross border security lending will also be necessary.

An attractive salary will fully reflect your experience.

Please send your career details in confidence to Stafford Long & Partners Recruitment Limited, 30-32 Whitfield St. London W1P 6HR, quoting reference RH5817.

## CANADIAN DOMESTIC BOND TRADER

Our client, is a major International Securities House, currently expanding its fixed income product range, and now seeks to recruit a skilled Canadian Domestic Bond Trader to set up a team of traders to develop business and contacts in this area.

Applicants must hold a relevant degree from a premier university, be fluent in French and English and have an in-depth knowledge of the Canadian Domestic Bond Market gained by at least five years working experience in a major international institution based in Canada. Candidates should also be able to demonstrate a well established network of international contacts in this market and have proven management, training and supervisory skills.

In return our client offers an exciting opportunity to assist in the further development of this sector of the company's business.

To apply in the first instance please send your C.V. with short covering letter for the attention of:

David Miller, quoting reference, PLS 0/5/60

Miller  
Leake  
ADVERTISING

11 Garrick Street, Covent Garden,  
London WC2E 9AR

## EUROPEAN AGENCY FOR THE EVALUATION OF MEDICINAL PRODUCTS (LONDON)

is currently selecting candidates with a view to establishing a reserve list for the posts of:

### HEAD OF UNIT (A5/A3)

In the following fields:  
EMEA/A1/A: ADMINISTRATION AND SUPPORT SERVICES  
EMEA/A1/B: TECHNICAL COORDINATION  
EMEA/A1/C: EVALUATION OF HUMAN MEDICINAL PRODUCTS  
EMEA/A1/D: EVALUATION OF VETERINARY MEDICINAL PRODUCTS

### OFFICER (A7/A4)

In charge of:  
EMEA/A2/E: PERSONNEL, ADMINISTRATION AND LEGAL AFFAIRS  
EMEA/A2/F: ACCOUNTING  
EMEA/A2/G: IT AND COMPUTING  
EMEA/A2/H: CENTRALIZED PROCEDURES FOR HUMAN MEDICINAL PRODUCTS  
EMEA/A2/I: DECENTRALIZED PROCEDURES FOR HUMAN MEDICINAL PRODUCTS  
EMEA/A2/J: PROCEDURES FOR VETERINARY MEDICINAL PRODUCTS  
EMEA/A2/K: PHARMACOVIGILANCE  
EMEA/A2/L: INSPECTION  
EMEA/A2/M: DOCUMENTATION AND ARCHIVING  
EMEA/A2/N: FINANCIAL CONTROL

The complete notice with a description of the duties and qualifications required (including work experience of at least 12 and 6 years respectively as specified in the notice) are published in Official Journal of the European Communities C/11 A of 24/06/1994. They can also be obtained by writing to the following address, giving the reference EMEA/A1/A and the field in question:

EMA, c/o European Commission, Secretariat of the Research Selection Committee, 50105 R501, rue Montoyer 75, B-1049 Brussels, Belgium (fax: 32-2-299 22 38).

The forms, duly completed and signed, must be returned to the above address not later than 25 August 1994, as evidenced by the postmark.

GENERAL CONDITIONS:  
Contract: Fixed term renewable contracts.  
Nationality: Candidates must be nationals of a Member State of the European Union.  
Place of employment: London.  
The Agency is an equal opportunity employer.

## Sargent Brothers Ltd.

Currently seeking university educated individuals to supplement successful exchange based (LIFFE) options market making firm. Candidates must be competitive, motivated and highly numerate. All interested parties, please forward CV to:

Gregory O. Sargent  
Sargent Brothers Ltd.,  
Albert House,  
49 Queen Victoria St.,  
Rm 19-21,  
London EC4A 4SA  
England

## EQUITY DERIVATIVE SALES

We are an independent firm of brokers providing value-added services to leading financial institutions in UK and Continental European equity derivatives. Due to expansion, we seek a candidate who will have a minimum of two years experience in a similar role and should be able to communicate effectively with fund managers and traders alike. The ability to generate original trading and hedging ideas will be required, as will the ability to increase existing levels of business. Our need is for an individual who can work as part of a team and who is results orientated. Previous experience of LIFFE, MATIF, DTF, etc. and OTC products would be preferable. Knowledge of a European language is desirable.

## TRAINEE EQUITY DERIVATIVE SALES

This position would suit a recent graduate (Economics/Business/Maths) or an individual with City experience wishing to progress into derivative markets. The ability to grasp new ideas & concepts quickly will be essential. Computer skills would be an advantage.

Please send C.V. and covering letter to

Callum Campbell  
Spinnaker Securities Ltd.  
Bell Court House  
11 Blomfield Street  
London EC2M 7AY

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## Sub-Saharan Fund Manager

Unique opportunity for an African specialist to make a lateral career move into emerging market asset management. The role is to launch and run the Sub-Saharan fund for this market leader. This specialist emerging market team manages assets in excess of US\$ 3 billion and is enjoying considerable success as an integral part of a major international blue-chip firm.

### THE ROLE

- Implement a strategy to launch, market and run the Sub-Saharan investment fund liaising with new and existing investors, reporting to the Chief Investment Officer.
- Handle all aspects of stock selection for the Sub-Saharan fund and contribute to broader asset allocation decisions for Africa as a whole.
- Ensure familiarity with the existing regulatory environment and anticipate political and economic developments through contact with intermediaries and regular travel.

### THE QUALIFICATIONS

- Aged 30 or over, preferably born in the region, with an MBA or equivalent. Minimum of five years' experience in merchant banking, asset management or stockbroking with a major international institution.
- Some knowledge of the relevant stock markets in the region with an awareness of the due diligence necessary to commit funds into the market.
- An existing network of contacts in the financial community, particularly in South Africa, with the drive and initiative to expand this contact base. The stature and presence to establish credibility with the international investor community.

Leeds 0532 307774  
London 071 493 1238  
Manchester 061 499 1700

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Spencer Stuart

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Selector Europe, Ltd. 75166024,  
16 Cornhill Place,  
London EC3A 3BQ

# CJA

RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP  
Tel: 071-588 3588 or 071-588 3576  
Fax No. 071-256 8501



## STRUCTURED FINANCE SENIOR TRANSACTOR

LONDON

COMPETITIVE PACKAGE

LEADING INTERNATIONAL INVESTMENT BANK

Our client has an innovative record in asset securitisation and structured finance and seeks to recruit a senior transactor with an experience of originating, negotiating and closing structured transactions utilising capital markets products and derivatives. The Structured Finance Senior Transactor will work as part of a small team reporting to the Head of the Department. The successful candidate will have 2 or more years' transaction experience in one or more of the following areas: re-packaged loan financing, collateralised bond obligations, structured loan syndication, cross-border financing, tax-based structured financing, derivative funds, future cash flow securitisation or asset backed securitisation. The position offers a competitive remuneration package including the full range of banking benefits. An exceptional career opportunity also exists for a less experienced transactor to join the team. Applications in strict confidence under reference SFST4983/FT to the Managing Director, CJA.

Opportunity to develop European marketing skills, with scope for career progression.



## MARKETING MANAGER - EUROPE

CITY OF LONDON

£40,000-£45,000 + BONUS

ASSET MANAGEMENT ARM OF MAJOR INTERNATIONAL FINANCIAL ORGANISATION

Our client manages a substantial pool of global equity, bond and balanced account portfolios from London for international institutional clients. We invite applications from candidates (likely to be aged 26-35) with a minimum of 3 years' financial sector marketing experience. Experience of marketing in Europe and language skills will be useful. The successful applicant will be responsible for marketing the group's expertise in the management of Japanese and Asian equities and global fixed income and global balanced portfolios to pension funds, insurance companies, governments, central banks and other supranational organisations and local intermediaries throughout Europe (30%-40% travel). Working closely with the Managing Director, there will be the opportunity to develop products and define marketing strategy. The brief includes maintaining the profile of the group by writing articles and the preparation of marketing literature. The essential qualities are initiative, a strong personality and exceptional communication and oral/written presentation skills. Initial remuneration is negotiable £40,000-£45,000 + bonus and full benefits package. Applications in strict confidence under reference MME4987/FT to the Managing Director, CJA.

## ESTABLISHED SOUTH AFRICAN BANKING OPERATION

Following the political developments in South Africa our client is committed to expanding its London operations, and product range. These new positions offer scope for career development and increased earnings for individuals capable of making a major contribution to profits and offer longer term career progression internationally.



## HEAD OF PROPRIETARY DEALING

CITY OF LONDON

£40,000-£60,000 + INCENTIVES

The Head of the proprietary risk taking unit in the dealing room will be responsible for building Rand business in London through active trading in the spot and forward Commercial and Financial Rand markets and will develop proprietary risk taking in third currencies. Applicants must have 5-7+ years' experience, including 3 years in the Rand markets. Candidates with similar experience in exotic currencies will also be considered, but all candidates must be able to demonstrate an exemplary track record. Reference HPD4985/FT



## DERIVATIVES TRADER

CITY OF LONDON

£30,000-£40,000 + INCENTIVES

This position will be attractive to qualified, younger candidates with 3-5 years' experience in IR and FX derivatives and a flair for innovation. Initially responsible for proprietary trading at the short end of the market (financial futures, FRAs, FXA/ERAs) the successful applicant will work closely with the Treasury Manager to develop the market in similar South African products. A thorough appreciation of accounting and risk controls is essential. Reference DT4986/FT. Initial remuneration and incentive driven package will be negotiable for candidates with more experience. Candidates wishing an initial confidential discussion please telephone 071-638 0680 or fax/write quoting appropriate reference to the Managing Director, CJA.



## The Chartered Institute of Bankers Commercial Director

c £45,000 plus benefits

The Institute is seeking an energetic, bottom line oriented Commercial Director who will be responsible for developing and creating new products and services for more than 90,000 members in the UK and worldwide.

A member of the Executive, the Commercial Director will have excellent and proven negotiating skills, an in-depth understanding of publishing, both books and magazines, and be well versed in all aspects of electronic media and delivery systems. Some experience of organising conferences and project management will be useful. Write with full CV to:

Gavin Shreeve, Chief Executive,  
The Chartered Institute of Bankers, 10 Lombard Street, London EC3V 9AS  
Closing date Friday 29 July 1994. Tel: 071 623 3531



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## Institutional Investor Relations

Operating in complex global markets, S.G. Warburg is a leading provider of financial solutions to an international client base. Our corporate clients are both demanding and discerning; our service to them must be innovative and flexible. As a consequence, we have built the leading institutional investor relations team within the investment banking community. The team is responsible for providing advice to corporate clients on all aspects of institutional equity investor communications.

To grow this service further, we now seek to recruit two ambitious professionals, one to focus on our UK clients, the other dealing with our international business.

The individuals we seek will have a minimum of two years' experience gained ideally within a broking or fund management environment. The roles involve liaison with senior client contacts, so you must be a confident, credible and highly motivated communicator who can fit easily into a team environment. Your ability to build long term client relationships will be important.

For the right individuals, there is a competitive remuneration package, as well as the opportunity to build a successful career with S.G. Warburg.

To apply, please write with full career and salary details to:

J. R. W. Williamson, Director - Group Personnel  
S.G. Warburg Group Management Limited  
1 Finsbury Avenue  
London EC2M 2PA

S.G. WARBURG

## Swiss Stock Market Market Strategist Zurich

Our client is a leading Swiss Bank based in Zurich with a wide international network. It seeks to recruit an economist with strong experience in the analysis of global financial markets and extensive knowledge of the Swiss stock market to drive its investment research strategy for Swiss equities.

The market strategist will take the lead in formulating investment policies for the Swiss stock market, based on economic fundamentals, quantitative and technical analysis and the forecasts of the bank's sector analysts. Other activities will include reports and regular publications on topical research, support to the securities sales activities of the bank at home and abroad and close contact with the financial press.

Candidates should have a masters degree or doctorate in economics and proven experience in

company analysis, including technical and quantitative methodologies. Knowledge of the Swiss stock market and of derivative instruments are prerequisites. Candidates will have a background in financial analysis or portfolio management and will now want to bring their skills into a challenging role which will allow them to use their strategic capabilities beyond day to day business. High communication skills, flexibility, assertiveness and effectiveness in a team environment are essential qualities. Working languages are German and/or English. The strategic importance to the bank of this position will be reflected in its level, career potential and remuneration package.

To apply, please write - in confidence - with full CV to Thomas Schnoz, MSL (Schweiz) AG, Eidmattenstrasse 36, 8032 Zurich, Tel. 01 383 20 62, Fax 01/383 21 26

MSL (Schweiz) AG  
International Consultants in Search and Selection



## Financial Controller Debt Derivatives

Nomura International, headquarters of the European arm of one of the world's largest securities houses is currently seeking a senior individual, preferably a chartered accountant, to join their London finance team to cover the debt derivative markets.

The position will report to the Head of Finance and be responsible for trading, funding and brokerage support in all debt derivatives. Only candidates with at least 3-5 years' experience, who have a sound knowledge of accounting procedures and Swap pricing models need apply. The position has a very "hands on" approach, dealing directly with individual swaps traders providing P/L movement on an intra-day and monthly basis.

This position presents an ideal opportunity to be directly involved in the front-end derivative markets. The successful candidate will be well-remunerated for a high level of commitment, innovation and team spirit.

For a confidential discussion please contact David Reynolds, Tel: 071-236 2400, Fax: 071-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

SHEFFIELD-HAWORTH  
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## Senior Credit Analyst Energy & Natural Resources

Competitive Salary + Banking Benefits

City Based

ING Bank is part of one of Europe's major financial institutions (ING Group), holding a prominent position in the areas of Corporate Banking, Trade & Commodity Finance, Emerging Markets and International Treasury. As part of the continuing expansion of our London operations, we are seeking a Senior Credit Analyst in the Project and Export Finance area. The position will involve investigations and analyses of projects, companies, counterparties and related business opportunities, together with the production of effective financial analysis, control and risk assessments.

Candidates should be graduate calibre, preferably US credit trained with a minimum of 3 years international credit experience and have worked most recently within a project finance team.

PC skills, including a working knowledge of Lotus 123 are essential. If you feel that your skills and experience match the above, please write in confidence with a full CV to: Margaret Oddy, Assistant Manager Personnel, Internationale Nederlanden Bank NV, 2 Copthall Avenue, London EC2R 7BD

ING BANK



**EUROPEAN EXECUTIVE-SEARCH FIRM**

Due to expansion we are currently seeking two research assistants for our London office with proven experience obtained in an international search firm. Preference will be given to applicants with a thorough knowledge of the financial markets.

The candidates will be expected to work closely with the partners in charge, demonstrate excellent communication skills and possess an extremely high level of integrity.

Prospective candidates should be team oriented, creative and will be expected, when necessary, to accompany partners to client meetings in Europe.

Aged between 30 and 40, fluent in French, they should be highly motivated and capable of working to tight deadlines.

In the first instance please call or write in the strictest confidence to Mr. Eric SINGER.

**SINGER, DANTON & HAMILTON**

Chesham House, 150 Regent Street, LONDON W1R 5FA  
Tel. (071) 434-2469

**GEOLOGIST,  
COMPUTER SERVICES**

BHP, one of the largest and most successful natural resource companies in the world, needs a computer support/GIS person with a geology background for our Exploration office in London.

The successful candidate will be responsible for conducting training and providing support for geological computer software, coordinating system use and database building among overseas locations, monitoring developments of geological surveys and international agencies and advising management on computer applications, policy and purchases.

Proficiency with DOS, Windows and UNIX/IRIX for configuring, tuning and maintaining systems operation is required. Talent for working with plotters, scanners, digitizers and experience with Techbase, AutoCad and ARC products is desirable.

Applicants should have university level education in geology or a related discipline, preferably with some practical field experience in minerals and an understanding of maps. Formal training or acquired mastery of cartography and geography is required.

No phone calls please.

Apply to: Gonzalo Bravo  
BHP Minerals International Exploration Inc.  
Brook House, 229 Shepherd's Bush Road  
London W6 7AN, England  
FAX No: 44-81-563-0427

**Investment Analyst Leading to  
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Perpetual is one of the UK's leading Unit Trust Groups with a reputation for outstanding investment performance.

We now require an Investment Analyst to join our international team.

This position offers excellent prospects for early career development as we intend that the role will soon assume Fund Management responsibilities.

You should be in your early to mid twenties and have at least two years' experience of investment

Analysis. You should be prepared to study for the Investment Management Certificate if you do not already hold an appropriate qualification such as the A.I.M.R. or Securities Institute Diploma.

If you feel ready to take on this outstanding career opportunity, please send your CV together with a covering letter, which should include a daytime telephone number, to: Pat Kelly, Personnel Manager, at the address below. (NO AGENCIES PLEASE)

**Perpetual**

Perpetual Investment Management Services Limited, 48 Hart Street, Henley-on-Thames, Oxon RG9 2AZ (Member of I.M.R.O.)

**Product Manager**

Global Custody Electronic Links

The City

One of Britain's leading corporate banks, our client seeks to expand its business banking team through a key Product Management appointment.

Experienced in global custody or fund management, the successful candidate will develop and implement strategies for the application of SWIFT products, ETC systems and ISITC standards.

In support of sales and relationship management, this role involves ensuring that the results of systems development work will accommodate customers' immediate and future needs.

In addition to the relevant market and product knowledge, experience of project leadership and direct customer contact is essential.

The Bank is looking for a strategic thinker - with excellent communication skills - capable of applying their technical understanding and commercial awareness to product development.

The package on offer comprises a highly competitive salary and, of course, full banking-sector benefits.

To apply, in the strictest confidence, please write with full career and current salary details - quoting reference A4416 to - The Confidential Reply Supervisor, at the address given below - naming any organisations to which your details should not be forwarded.

**BERNARD HODES  
SELECTION**

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HEXFORD • LEEDS • LONDON • MANCHESTER

Griffin House, 161 Hammersmith Road,  
London W6 8RS.

**Head of Settlements**

City

to £75,000 + Benefits

Our client is a dynamic, successful and expanding international securities business dealing primarily in the UK and European markets. Trading volumes are high and the product range broad, covering both fixed income and equities, together with associated derivatives.

The role carries responsibility for a large team and accountability for all settlement activities, in line with market and regulatory practices. There is a strong emphasis placed on strategically positioning the operations department to accommodate future business needs. Within a framework of constant change, the Head of Settlement Operations must work with other service providers to provide full support to the front office.

Success will be measured by external and internal customer satisfaction, tight control, increased efficiency, cost effectiveness and the development and responsiveness of the settlements team.

The candidate we seek will be aged 30-40, have strong managerial, interpersonal and change management skills, extensive knowledge of SFA regulations and in depth experience of UK and European Securities Settlements.

Interested applicants should forward a comprehensive CV, quoting ref 195656, to Diane Forrester ACA, Executive Division, Michael Page, 39-41 Parker Street, London WC2B 5LH.



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**Executive Assistant,  
International Operations,  
UK, South Coast**

Our client, a major insurer, forms part of a large multinational group, a market leader in 8 product and service industries, employing more than 100,000 people in 70 countries.

With the full backing of the parent company our client is now seeking to strengthen its position both in Europe and other selected markets worldwide through a programme of joint ventures and acquisitions.

In order to assist the President of our client's International Insurance operations we are looking for an Executive Assistant.

The ideal candidate will be a dynamic and enthusiastic young professional capable of assisting and advising the President on various tasks and projects, and acting as his personal representative as needed.

Our client is therefore looking for a highly numerate, analytical person with outstanding communication skills and with a background in Continental European business practices and cultures.

He/she will probably have completed his/her academic background with an MBA and will ideally have a proven experience in financial services with a preference for insurance or merchant banking.

Given the position's scope, the ideal candidate should have excellent linguistic skills, including two languages in addition to English, one of which should be French or Spanish. Given the career prospects this person should also be mobile and willing to travel and eventually relocate internationally. He/she will have the potential to reach executive level within two to five years.

If you are interested in this job, please send your curriculum vitae before the end of July to Guy Verecke, YESS INTERNATIONAL CONSULTANTS, Avenue Franklin Roosevelt 14, 1050 Brussels, Belgium (32 2 648 61 55). Please communicate your vacation plans, if any, in your letter.



young executive  
search & selection

**COMPLIANCE EXECUTIVE  
International Securities House  
Excellent salary package**

Our client is a leading international securities house providing a full range of investment banking and stockbroking services.

A senior compliance executive is now sought for its City-based team. The team manages the compliance arrangements and provides compliance advice to the firm's UK-based SFA and IMRO members. The department has established a sophisticated structure of delegation whereby the management and staff are encouraged to assume responsibility and accountability for their own compliance.

Your role will include advising staff at all levels, training staff in compliance topics, dealing with customer queries and handling relations with regulators. You will be required to comment on new regulations, advise on their implementation and update the company's compliance procedures. Bank of England, Stock Exchange, LIFFE, ISMA, US and other foreign regulatory requirements are relevant as well as those of the two SROs.

This is a high-profile role, for which you should have substantial relevant experience. The non-repetitive nature of the work and the variety of queries makes this an attractive opportunity. You must have the tact, judgement, presence and authority that such a profile demands. In return you will receive an excellent salary and benefits package.

For further information in complete confidence, please contact William Cook, Stephen Rodway or Jane Mussett (all qualified lawyers) on 071-405 6062 (071-727 7009 evenings/weekends) or write to them at Quarry Douglas Recruitment, 37-41 Bedford Row, London WC1R 4EJ. Confidential fax: 071-831 6394.



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**TREASURY  
MANAGER**

**NOTTINGHAM**

The Nottingham is one of the UK's best performing regional building societies with assets in excess of £800 million.

You will be a key role at the head of the Treasury Department, managing and controlling the portfolios of liquid assets and wholesale funds within corporate guidelines. It is a £multi-million responsibility, which will entail minimising risks whilst optimising the return on investments, developing investment and funding sources, providing clear and incisive financial information and assisting in decision making which will have a significant impact on the Society.

Of graduate calibre, you will have an excellent record of financial dealing gained from a minimum of 3 years' directly relevant experience. Proactive, committed and highly motivated, you must be an assured leader and manager, with the communication skills - both written and oral - to operate successfully at all levels within the Society.

Nottingham is a thriving forward-thinking area, and with a plentiful choice of amenities and very reasonably-priced housing, ensures excellent standards of living. The rewards package includes a negotiable salary in the region of £38,000 plus a full package of financial sector benefits.

Please write with your CV to Andrew Milner, Finance Director, Nottingham Building Society, Nottingham House, 5-13 Upper Parliament Street, Nottingham NG1 2BX.

**GENERAL  
MANAGER  
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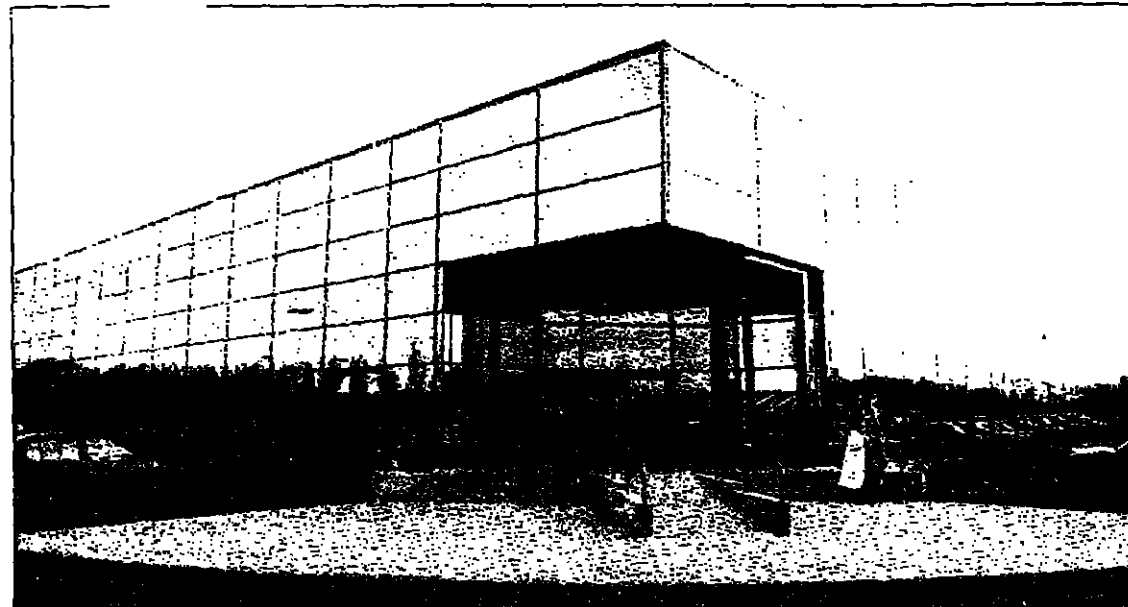
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## ACCOUNTANCY COLUMN

## Partners contemplate a new existence

Just one month after he took over from Mr Jim Butler as head of KPMG Peat Marwick at the start of this year, Mr Colin Sharman called a meeting of the firm's inner sanctum of 25 "general partners" to discuss a radical proposal for change.

He put forward a suggestion that has stirred the profession in the last two weeks, since the news emerged that KPMG, the UK's second largest firm, was considering abandoning its traditional legal status as a partnership in favour of incorporation.

When details of the plan emerged, much of the rhetoric focused on incorporation as a technique to limit the liability of partners from vexatious legal actions. In practice, the issue is far more wide-ranging. For professional partnerships as a whole, the motives are varied and the results mixed.

At a country hotel in Berkshire at the start of this month, the KPMG general partners met again and agreed to set up a small sub-committee of three, including Mr Sharman, to take the idea further. They have until late September to report back, before making proposals to the full partnership at its annual meeting in October.

The sub-committee faces some formidable challenges. One of the frustrations is that little is known about incorporation in professional firms. Few of any size have so far done it, and little research exists on how successful it has been.

KPMG is not alone in considering the issue. For example, Mr Ian Brindle, senior partner of Price Waterhouse, says: "It is more a case of when than whether." He says the firm is examining incorporation, but is unlikely to make a decision

## Andrew Jack explains why liability and more positive factors are making incorporation an attractive option

even within the next 12 months.

Like KPMG, Brindle argues that the escalating lawsuits against accountants is a key force for change. "The driver is the liability situation," he says. "It's got so out of hand." The same view is taken in a fact sheet issued to its members last October by the Chartered Association of Certified Accountants.

By incorporating, a firm gets around the difficulty that all the personal assets of all its partners are at stake. The firm itself can still be sued as a corporate entity, but most of the partners would have their own wealth protected.

Those still at personal risk would be the ones directly involved in the advice which led to the legal action being taken, who could still be sued individually. They, like the firm, would attempt to buy insurance cover for their protection.

"What it gets around is the problem of the Aberdeen tax partner suffering because of a muck-up by an audit partner in the south east of England," says Sharman.

Incorporation also crystallises outstanding legal actions so that new members joining the partnership would be protected from the legacy of the past. "It offers a psychological feeling of well-being to partners for today and tomorrow that when they go home they still have a home to go to," says Brindle.

However, it still falls short of the large accountancy firms' desire to limit "joint and several liability", by

which they can be ordered to pay all damages in a court case even if they were only partly to blame.

A firm's reputation may be severely damaged or it may be driven out of business entirely by legal settlements. But it places the accountants in the same position as any company.

These worries are less significant in other professions. Mr Chris Bramall, head of professional ethics at the Law Society, says that firms of solicitors have been able to incorporate since January 1992, yet only a handful of sole practitioners have so far done so. "No one has really shown any interest in it," he says.

Mr William Corbett, chief executive of Stephenson Harwood, the law firm, says: "The number of outstanding claims against accountants is huge. There is simply not the same level of against solicitors. When these large financial transactions go wrong the auditor is a very much closer and easier target than other professionals."

He concedes that he has considered incorporation for his firm regularly – the last time just six months ago – but has so far ruled it out. He says one drawback for lawyers is a reluctance to disclose their fee income.

Mr Bramall also highlights drawbacks to incorporation which are as important for accountants as for lawyers and other types of firm: notably the transitional tax costs of restruct-

uring. For newly-created partnerships, this is less of an issue.

More generally, there are considerable cost implications in the payment of national insurance and health contributions, pensions and taxes. Yet the traditional benefits of partnership over corporate structure are now declining, partly as a result of the move to current year assessment by the Inland Revenue. Declining profits and falling inflation have reduced the benefits of deferral of tax that have been possible up till now.

KPMG is in any case believed to be examining some tortious legal structures involving a combination of limited partnerships and corporate shells in an attempt to ameliorate its tax bills.

Incorporation has other clear benefits. Few professions have gone as far as the chartered surveyors, which relaxed their rules on incorporation as far back as 1996. A number of firms have now not only taken on a corporate legal structure, but sought outside capital through investors and stock market quotations. Access to outside investors is already possible for accountants and being considered in revisions to Law Society rules.

Mr David Buck, vice chairman of Debenham Tewson & Chimocks, the surveyor which floated in 1987, says: "We were operating in an increasingly competitive market which promised to put a brake on internal generation of capital to grow the business. We had aspirations to become a worldwide property adviser."

He says that outside investment has not raised concerns from clients about interference and independence, but has given the company access to additional resources. He adds that disclosure of profits has proved "a good thing" and has no regrets about the decision to go public.

Mr Sharman at KPMG rejects the suggestion that outside capital as a fund for investment is a necessity – although some of the firm's activities in eastern Europe and south east Asia do suggest substantial costs that require funding. But he concedes that his interest in incorporation is far broader than purely as a response to liability pressures.

He is more interested in the management impact incorporation might have: whether a corporate legal structure would better permit more corporate-style governance, or jeopardise the partnership ethos.

A corporate structure might, he argues, make it easier to give long-standing non-partners an equity stake, relieve the current heavy demands for capital from newly-elected partners, and make remuneration more flexible, for example.

These are problems that never troubled his predecessors, which controlled accountancy firms with partner numbers in double digits. KPMG now has nearly 600 partners in the UK alone.

It is a management challenge for the larger accountancy firms that does not exist for many of their rivals – neither for the smaller accountants, or most of the lawyers and surveyors let alone stockbrokers, consultants and merchant banks that have remained partnerships.

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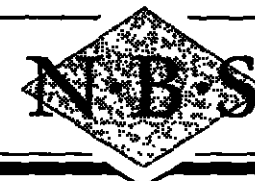
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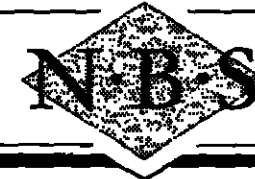
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If you recognise these posts as the most challenging openings in International Auditing currently available, respond in writing sending a CV to our retained consultant Guy Matthews at GMS, Goodman Masson Shaw, 2 Bath Street, London EC4V 9DX; Tel: 071 336 7711; Fax: 071 336 7722 (any direct application will be forwarded to Goodman Masson Shaw).

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- An internal re-organisation designed to streamline the finance division and bring clarity to the key functions has created this high profile position.
- Reporting to the Finance Director, key responsibilities will be leading the management accounts team and providing direction to the control and audit department.
- Immediate objectives include ensuring the structure and skills within the division are able to meet the growing demands of a complex and dynamic business.
- Successful candidates will have gained a thorough understanding of both financial and management accounting disciplines in a blue chip multi site service or retail environment.
- Aged mid 30's, a qualified accountant with board potential, a combination of technical skills and commercial ability and the stature and confidence to influence at the most senior levels.

Please apply in writing quoting Ref: 768 with full career and salary details to:  
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- Aged 35-45, MBA or qualified accountant. A strong intellect, creative, with market focused business acumen, willing to question traditional thinking.
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Please apply in writing quoting Ref: 773 with full career and salary details to:  
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- Working closely with other members of the senior management team, your brief is to help the business achieve its plans for further profitable growth. This will include involvement with acquisitions and joint ventures, management and statutory reporting, and financial control.
- A qualified accountant, probably aged 35-45, you are likely to have already held an FD role or be used to contributing to the development of a business at a strategic level.
- You must be able to demonstrate the ability to operate successfully within a fast-paced, service orientated culture.
- Strong presentation skills, combined with a commercial outlook and flexible approach will help ensure synergy with the senior management team. The ability to engender team spirit and maximise performance at all levels will be key to success in the role.

Please apply in writing quoting Ref: 772 with full career and salary details to:  
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Whitehead Selection Limited  
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Tel: 071 637 8736

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## Secretary-General

The IASC is an independent private body, based in London, working for the improvement and harmonisation of financial reporting worldwide. Its standards are increasingly used to form the basis of national requirements in many countries.

Reporting to the Chairman and the Board, the Secretary-General is the Chief Executive and responsible for the effective management of all staff. Important aspects are providing the necessary support to the Board, and ensuring the highest quality of its technical pronouncements and the maintenance of its due process.

This is a high profile international position, requiring a person of stature who will liaise actively at senior level with Governments, regulatory authorities, stock exchanges, financial institutes and the Profession throughout the world.

Candidates are likely to be aged between 40 and 55, probably a qualified accountant with strong technical and promotional abilities. They must speak English, but other languages would be desirable.

They must possess a first class reputation recognised internationally, and have earned the respect of senior practitioners in the field of financial reporting.

Important personal qualities will be self motivation, a high level of intellectual and technical competence, first class administrative and communications skills, a passionate belief in international harmonisation of financial standards, and the drive and dedication to handle a diverse and demanding workload.

An attractive remuneration package will be negotiated with the successful candidate.

Please reply in confidence to Hamish Kidd who is advising on this appointment.

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If you can deliver to this demanding brief, you will not be disappointed with either the salary and benefits or the future career prospects.

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Human Resource Department,  
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## Poland

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With turnover in excess of \$3bn worldwide, this world class FMCG company is a market leader in its field. Internationally, our client enjoys a presence in eighty countries and is looking to penetrate further into the dynamic, fast moving, emerging market economies. Their operations in Eastern Europe include the manufacture and distribution of high quality consumer goods. The existing large manufacturing and distribution network in Poland is seen as one of the strongest areas for future growth, expansion and profit contribution.

**The Position**  
Initially, you will be responsible for the development of existing computer systems into true management systems (MIS) and infrastructure. The focus will be on both contributing to the bottom line as well as changing the company's culture. Knowledge of Sun Business Systems and latest state of the art systems integration techniques are key to this job. Success in this high visibility area will prepare you for assuming broader, senior responsibilities in the overall financial policy, finance and administration/operations areas. Hence a knowledge/experience with finance and/or operations is required.

**The Candidate**  
Significant experience in various capacities in MIS departments within growing and dynamic business environments, together with the ability to cope with difficult challenges will contribute to your success. A hands-on approach to problem solving and systems administration is essential as are your skills as an experienced team player. These attributes, combined with a strong, no nonsense pragmatic approach and the motivation and dedication to succeed will distinguish you from your contemporaries. Above all, good business acumen gained through your accountancy studies or MBA will enable you to further develop your managerial skills. The preference is for Polish speakers, although candidates with basic Polish and/or work experience in Poland are encouraged to apply.

Please send a full resumé with a covering letter to the address/fax below quoting reference FT 2296 on all correspondence. Applications will be treated in strictest confidence.



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Executive Recruitment

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## Project Accountant City

BZW Markets is a major force in global financial markets. Renowned for its innovative range of products, BZW is committed to the expansion of its trading activities.

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- Projects will include:
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  - Developing risk reporting and analysis.
  - Developing a high level, sophisticated financial reporting package.
  - Managing special projects under the direction of the CFO.

The qualifications for this role will be:

- A graduate qualified ACA, with 1-3 years post qualified experience.
- Experience of treasury products.
- Good spreadsheet skills would be desirable.

For the right individual the role will offer both variety and unrivalled career progression. Remuneration will be flexible depending on the level of experience but is likely to be in the range of £35,000-£40,000 plus banking benefits.

Interested applicants should forward their curriculum vitae to Andrew Norton at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

All direct applications will be forwarded to Michael Page.

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## Financial Planning and Control Executive

English Partnerships brings together English Estates, City Grant and Derelict Land Grant, to create one single integrated agency for the regeneration of land and property throughout England. Launched in April 1994 with initial funding of £250m, it has six regions with a central support function to stimulate investment and create jobs through reclamation of unused land or buildings and promotion of subsequent development opportunities. A senior appointment with professional development opportunities to head up a dynamic financial control and planning team in this powerful new organisation.

## THE ROLE

- Reporting to the Finance & Administration Director, responsible for controlling expenditure, ensuring compliance with Government guidelines. Responsible for implementation of IT strategy.
- Co-ordinate the six regional budgets, assess progress and recommend action as appropriate, provide strategic input to the corporate planning process.
- Work with the Regional Directors to develop control procedures and oversee the implementation of new financial systems to efficiently and effectively deliver a £250m programme.

## THE QUALIFICATIONS

- A qualified Accountant or alternatively a property or construction professional with at least ten years' experience of controlling expenditure on major projects.
- Excellent analytical and problem solving skills ideally acquired in the private land development or property sectors with systems design and implementation experience.
- A creative and innovative individual with an enthusiastic and energetic style. A skilled administrator who is able to make a positive contribution to results and to influence at Director and Regional level.

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Please reply with full details to:  
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Chesham House, Redburn Close,  
Leamington Spa, CV32 3LE

## YOUNG FINANCE DIRECTOR

## City

This is an exceptional opportunity for a graduate qualified chartered accountant. You will probably be in your early to mid 30's, Big 6 trained and looking for your first F.D. position.

You will report directly to the Managing Partner of this highly successful, leading law firm, and be a key member of the firm's seven man executive.

You will have total responsibility for all financial and accounting matters with a small staff reporting to you. Not only will you have a free hand to structure, build and develop your team, but you will be expected to review current financial management information and systems, make your own recommendations to the executive and implement these.

Circa £60,000

Working closely with the Managing Partner, you will provide him with the financial support he needs both to run the firm even more efficiently and help develop further its strategy for the next five years.

You must enjoy the cut and thrust of a pragmatic and competitive professional environment where your peer group will be the young and highly successful partners of the firm. If you feel you can match this exciting challenge, please send a comprehensive CV quoting your current remuneration package and daytime telephone number quoting reference 3405 to Bruce McKay, Touche Ross Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



MANAGEMENT CONSULTANTS

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## Director of Finance

BIRMINGHAM

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Reporting to the Chief Executive you will initially work alongside the present Director of Finance and then succeed him on his retirement. Early priorities will be to understand the complexities of the business and review structures, systems and controls. You will play a major commercial and strategic role in contributing to overall corporate direction, improved performance and the evaluation of new business opportunities.

A qualified accountant, you will have a record of providing tight financial control and direction in customer responsive businesses. Systems literacy and the ability to manage change must be well proven. A strong commercial focus, backed by excellent communication, presentation and team building skills are indispensable requirements.

The National Exhibition Centre Limited is committed to equality of opportunity.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to David Owens, Coopers & Lybrand Executive Resourcing Limited, 43 Temple Row, Birmingham B2 5JT quoting reference D484 on both envelope and letter.

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## European Group Commercial Accountant

SILCOCK EXPRESS HOLDINGS LTD

COMPETITIVE PACKAGE

Silcock Express Holdings Ltd is the automotive distribution sub-group of Tibbett & Britten Group Plc which itself is a rapidly expanding logistics and distribution group with many "blue-chip" clients and a high contract base of business, employing over 10,000 people in the UK, Europe, North America, Africa and the Far East and having a turnover in excess of £400m per annum.

Silcock has recently acquired a major UK competitor and formed joint ventures for Channel Tunnel operations and inter-modal activities in Germany and throughout East and West Europe.

The appointment of a Group Commercial Accountant is in recognition of the increasing emphasis being placed on international operations within Europe. Reporting to the Silcock Group Finance Director, who is based in Essex, UK, you will spend a substantial amount of time of subsidiary companies across Europe. You will play a key role in business and contract

evaluations; the provision and analysis of management information; strategic planning; business performance reporting; profit improvement and implementation of change.

The position requires a qualified accountant with approximately 10 years' post qualification experience, able to demonstrate practical experience in the financial and commercial management of a multi-national company with multi-site operations - preferably in a transport/distribution environment. Fluency in English and German is a prerequisite and fluency in French is highly desirable. Your home base need not be the UK, and the remuneration package will reflect this flexibility.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Torrance Smith, Coopers & Lybrand Executive Resourcing Ltd, 1 Embankment Place, London WC2N 6NN, quoting reference TS1021 on both envelope and letter.

Manufacturing Accountant  
Major Media Group

London

c.£50,000+Car+Benefits

Our client is a prominent, fast moving UK plc which occupies a pre-eminent position in publishing and other media. Attention has recently focused on maximising the effectiveness of the manufacturing/production area of the business. As a result, the Group wishes to appoint an experienced accountant to provide financial expertise and play a crucial role in improving management information, reducing costs and eliminating inefficiencies.

Representing the central finance function, but located at the sharp end of the production process, you will need to relate equally effectively to head office finance professionals and local operational staff. Critical tasks will include spearheading the introduction of appropriate costing systems, identifying key performance indicators and acting as a financial sounding board for the production department.

You are likely to be a graduate ACA/ACMA, aged 35-45, with at least ten years' experience in a large, sophisticated manufacturing environment and a demonstrable record of implementing change, including cost-saving initiatives. Exposure to products with a short shelf life would be advantageous. This is a highly demanding role requiring strong accounting skills and familiarity with state-of-the-art production costing systems, complemented by broad commercial awareness and a tough, results-driven approach. Success in this position will undoubtedly lead to further progression into a more senior general management or finance role.

Please write to Tim Knight, enclosing career/salary details and quoting reference TCK/MB.



Selection &amp; Search

1-2 Dorset Rise, Blackfriars, London EC4Y 8AE

## FINANCIAL CONTROLLER

North East

to £35,000 + Bonus

Our client is a £50 million turnover manufacturer of high quality electrical component products for a variety of industrial and commercial uses worldwide. The company is a market leader in its field and an ongoing programme of investment allied with a philosophy of continuous improvement will ensure that the impressive growth achieved to date is continued.

They now seek to appoint an outstanding young Financial Controller, who, reporting to the Head of Finance and heading a high calibre team, will assume responsibility for the day to day running of the finance and associated functions with the ultimate aim of profit improvement. The role is both broad and proactive and positive participation in the business is a high priority.

Candidates aged in their late twenties or early thirties will be graduate qualified accountants who can demonstrate a track record which encompasses management as well as technical skills ideally gained within a fast moving manufacturing environment. Highly motivated, the individual must possess the drive, initiative and commercial flair required to make an impact in a dynamic business. Development prospects are excellent.

Interested applicants should write to Fred Howie, Managing Director at Northern Recruitment Group, Vine House, Vine Lane, Newcastle upon Tyne NE1 7PU. Telephone 091 261 6940. Fax 091 261 8466. Please quote reference FH6274.



NRG

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Accountant

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Salary negotiable.

CV to Box A2111, Financial Times, One Southwark Bridge, London SE1 9HL.

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## FINANCE &amp; ADMINISTRATION DIRECTOR

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c £40,000 + car

South Midlands

This is a first class opportunity for a Finance Professional to play a key role in the development of the Elgar Housing Association. The Association has been formed to take over the stock of Malvern Hills District Council and will be the major provider of affordable, rented housing in the area. Its prime objective is to deliver the highest quality housing services to tenants in some 5,000 homes. The Association has ambitious plans for future development.

## The Association

New organisation based in the Malvern area. Emphasis on the highest quality housing services & tenant involvement. Ambitious development strategy. Total support from local Board of Management. Enthusiastic & professional management team.

## The Person

A senior qualified finance professional. A self motivated team player. With the drive & commitment to make it happen. With a wide range of interests & who can support & identify with the objectives of the Association. Hands-on experience of setting up business structures & business development. Experience of Board reporting.

## The Role

Supporting the Chief Executive. Working as a member of the management team building the Association. To develop and implement sound financial & administrative policies & strategies. Raising funding & development finance. To set up and maintain "leading edge" IT systems. To recruit and manage a professional team (covering finance, company secretarial, IT and personnel).

## To Apply

Information pack available. Phone 0684 892700. Closing date 26th July, 1994.

Full CV and application letter to: Chris Almgill, Elgar Housing Association, Portland House, Church Street, Malvern, Worcs, WR14 2BB

Closing date: 26th July



The National Autistic Society

## Director - Finance

NW London £35 - £40,000 + benefits

The National Autistic Society owns and manages six schools and six adult centres in the UK. In addition to promoting professional and public awareness of the needs of those who live and work with autism, the Society provides training, advisory and information services and maintains and encourages research. The Society has an income of £14m and employs 550 staff.

As a result of the Society's rapid and continuing growth, and in order to allow increased efficiency there has been a restructuring at the head office. This has led to the opportunity for an experienced and creative finance professional to join the Senior Management Team. Assisted by five staff, you will be responsible for managing all the Society's financial affairs, including those relating to project development, and playing a key role in the Society's strategic development.

This challenging and rewarding role requires a committed, dynamic and energetic team player. You must be a qualified accountant with at least ten years' broad experience gained at management level within a progressive, service led organisation. Although experience in the voluntary sector is not essential, you must have, or rapidly acquire, a clear understanding of the issues currently affecting charities. A strategic thinker, with a practical, commercial approach, you will have excellent interpersonal skills and the ability to build effective working relationships with a wide range of people.

Closing date for applications - 29 July 1994

BDO

To apply please send a CV with salary details quoting ref 1737 to Richard Holland (071 489 6244).

BDO Consulting, 20 Old Bailey, London EC4M 7BH



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EAST MIDLANDS

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DIVISION OF LEADING INTERNATIONAL ENGINEERING GROUP. T/O IN EXCESS OF £200M

We invite applications from qualified accountants, ACA, ACCA, CIMA, probably graduates, aged 30-35, who must have had at least 6 years' post qualification experience in an engineering environment with a world class company. Exposure to batch production will be an advantage. You will report to, and work closely with, the Divisional Chief Executive and be responsible for the full range of accounting activities including: management accounts; product costing and financial accounting. However, there will be a strong focus on developing and implementing management accounting systems suitable for an increasingly innovative and market led engineering environment, experience of which will be an advantage. During the first 3-6 months you will work on a special project devising and installing a new product costing system for an important range of specific contracts. Essential personal qualities are the ability to motivate and drive forward an enthusiastic accounts team, to be a manager of change and to have an enquiring business mind. Initial remuneration package negotiable £32,000 - £37,000 by way of high base and management bonus, car, contributory pension, medical scheme and removal expenses if necessary. Applications in strict confidence, under reference DA236/FT to the Managing Director, ALPS.

### Listed Group Finance Director

CONSTRUCTION INDUSTRY PLC

£60,000 PLUS BENEFITS

NORTHERN ENGLAND

Our Client is a major fully quoted Group of Companies engaged in construction, development, and civil engineering. It now seeks to recruit an experienced, ambitious Finance Director.

The successful candidate will be a key member of the Executive Board and will play a major role in the management and profitable development of the Group. In addition to ensuring the financial integrity of the business and the provision of timely, accurate management information, the Finance Director will be heavily involved in strategic and commercial decision making. He or she will also strengthen the financial awareness of managers and directors at Group and at Divisional levels.

Applicants will be technically superior Chartered Accountants who can demonstrate substantial commercial and financial management experience, within a public group of companies. City liaison experience and familiarity with the commercial aspects of the construction, or an allied, industry would be particularly advantageous. A hands on approach, personal strength and excellent communication skills are essential.

If you meet the requirements of this demanding position, please send a comprehensive curriculum vitae to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 061-839 2000, Fax: 061-839 0064, quoting ref: E.T.1024.A. Closing date for applications: 23 July 1994.

**Howgate Sable**

SEARCH AND SELECTION: EXECUTIVES AND INDEPENDENT DIRECTORS

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CENTRAL LONDON

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+ Bonus

+ Car

- Have a knowledge of business process re-engineering techniques.
- Graduate, qualified ACA/CIMA with at least 3 years POE.
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- Have a diplomatic, flexible and persuasive approach, and the ability to cope with the many cultures of a truly international organisation.

This is a high-profile role requiring overseas travel to Europe, the U.S.A., Australia and the Far East. A high degree of commercial acumen is required combined with the ability to exploit the outstanding longer term career prospects available. These could be within the U.K. or overseas.

Interested applicants should write in confidence to Andrew Livesey, quoting reference number 2081 at Nicholson International (Search and Selection Consultants), Bracton House, 34-36 High Holborn, London, WC1V 6NS. Alternatively fax your details on 071 404 8128 or call 071 404 5501 for an initial discussion.



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## LLOYD MANAGEMENT

Rapidly expanding hi-tech group

### YOUNG ACCOUNTANT

London

c£28,000 + car

Our client is a major force in its market-place. Manufacturing a range of highly regarded high technology products, the £80 million turnover group is forecasting continuing expansion both in the UK and internationally.

An important member of the financial team, the successful candidate will gain broad experience in a dynamic environment. As Financial Controller of the main operating company, he or she will prepare and analyse financial and management information, supervise and motivate a small department and ensure 'control' and 'quality'. As a focal point for operational management the Financial Controller will have the opportunity to participate in commercial decisions and the development of the business.

Likely to be aged in their mid 20s, applicants should be qualified accountants with 1-2 years post-qualification experience gained in the profession or industry. Excellent communication skills and computer literacy are necessary.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/104/F.

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+ Banking Benefits

Our client, a major banking organisation with an outstanding record of profitable growth, holds a leading position in the world of financial services. Dealing in a comprehensive range of financial products, it has achieved enviable successes through innovation and expertise. In recent years it has established one of the UK's leading bank treasuries and it is within this division that two excellent opportunities have arisen for experienced treasury professionals.

With responsibility for a small team, both roles will require extensive technical knowledge of treasury products, particularly fixed interest instruments. Key responsibilities will include the in-depth analysis of portfolio results and periodic accounting and both will require extensive front office liaison. In addition, the successful individuals will be required to provide innovative solutions to treasury accounting issues as they arise.

Probably aged 27-32, ideal candidates will be qualified accountants, with at least two years post-qualification experience of a banking environment. A significant proportion of this time must have been spent within a product control function. Alternatively, candidates may be working within Public Practice and have extensive exposure to financial markets. Strong interpersonal skills, a high degree of professionalism and the ability to work to tight deadlines will be essential. These high profile roles will also require proven leadership skills and the ambition to succeed in an environment at the leading edge of banking.

Interested applicants should write, in the strictest confidence, to Guy Townsend or Paul Marsden, at the address below, quoting Reference GT 335.

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## CHIEF FINANCIAL OFFICER

To  
US\$150,000  
+ Bonus  
+ Relocation

MOSCOW

With global revenues in excess of US\$12 billion, our client is one of top 60 corporations in the USA. Operating at the forefront of telecommunications and multi-media, the company boasts an enviable record of growth and continues to pursue an aggressive acquisitions and development strategy, firmly establishing the company as a major market force in telecommunications.

To exploit the considerable potential in Central Europe and to support an exciting portfolio of joint venture businesses and to direct future investments in the Russian Federation, the client has created a Russian based holding company which requires an energetic Chief Financial Officer.

Reporting to the Company President in Russia, the appointment will assume executive responsibility for directing the corporation's commercial and investment strategies, whilst working closely with the subsidiary companies to define and influence the development of financial controls, systems and procedures.

A qualified MBA/Accountant, the successful candidate will demonstrate a proven track record in an international business environment, where you will have already achieved notable success as a Senior Finance Executive. You will now want a challenging board role, with the authority and responsibility to influence the strategic growth of the company.

Whilst knowledge of Russian would be advantageous, candidates who demonstrate the desire to succeed, ambition and the willingness to relocate to this exciting market place should contact Mark Stewart, in strictest confidence, at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY. Tel No: (44) 71 209 1000 (days) or (44) 256 810266 (eves) Fax No: (44) 71 209 0001.



### FINANCIAL CONTROLLER, RETAIL ORIENTED BUSINESS

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c. £27,500 + car

North London

Renowned for a high level of personalised service in a premium, retail oriented market, this company, a subsidiary of a major plc, already has more than a dozen shops in Central London, supported by a production unit making use of the most modern specialist technology; more shops are planned, to satisfy the growing demand. We are looking for a Financial Controller to report to the MD, with responsibility for all aspects of the computerised finance function, including the preparation of the business plan, budgeting, both management and statutory accounts, and credit control. However, the job goes far beyond the provision of accurate figures; the appointee will carry out a detailed cost review of each activity, will analyse and contribute to proposals for new shop openings and the appropriate capital expenditure, and will be expected to make the most of a new EPOS system. Ideal candidates will be qualified accountants with a retail or manufacturing background, who enjoy both hands-on involvement and the wider commercial contribution required in a small but growing company. Please send full career details quoting reference WVE 4112 on both letter and envelope and a telephone number at which we can contact you to make interview arrangements quickly, to Judy Brasier, Ward Executive Limited, 4 - 6 George Street, Richmond-upon-Thames, Surrey TW9 1JY.

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Benefits

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an exciting newly created role - international securities group...

## HEAD OF PRODUCT CONTROL

Drive, motivation, commitment and highly developed analytical skills, are the essential qualities needed to fulfil this key role at one of the world's foremost investment banking institutions.

Within the already established Frankfurt operation, this new position will allow an experienced accounting professional to develop and restructure both the systems and reporting approach in a highly sophisticated and dynamic environment. The role will entail working closely with the local front office responsible for bonds, equity derivatives and syndications, as well as senior management in the trading and finance areas in London and New York.

Candidates should clearly demonstrate an impeccable academic record combined with 2-3 years relevant experience gained at an international banking or securities house or, alternatively, within the profession.

Highly developed communication skills are essential, although fluency in German is not a pre-requisite.

This is a rare opportunity for an individual to enter into a high profile role, where the level of responsibility and influence is significant. The ability to act decisively and provide effective solutions is paramount and will afford the successful individual outstanding further career development within the global organisation.

Interested candidates should contact Jacqueline Long on (44) 71 209 1000, eves & weekends (44) 474 874473 or write to her enclosing a CV at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY, United Kingdom. Fax: (44) 71 209 0001.





Coopers  
& Lybrand

## SYSTEMS ACCOUNTANTS FOR CONSULTANCY

There are facts and figures

And there's clear vision

Relevant, up-to-date management information is vital to the success of any organisation. In isolation, however, it is a blunt instrument. Used alongside broad commercial vision and clear business insight, it becomes a powerful corporate enabler. One of the UK's leading firms of management consultants and accountants, Coopers & Lybrand works with an impressive range of industry names on performance-critical projects. Projects which aim to give our clients a significant business edge in complex, competitive markets.

Clients turn to us not just because of our name, but because of our people. Our consultants work in multi-disciplinary teams, on major systems implementation exercises. Working closely with clients, they manage change on a planned and structured basis, with a view to creating better businesses.

Likely to be working currently as a systems accountant, you should be a graduate with a professional qualification and at least five years' blue-chip company experience. This experience must have included major involvement in systems implementation projects.

Whilst your technical expertise is important, it is perhaps only half the story. As a consultant, you'll need to develop productive working relationships with some demanding, discerning clients. They'll expect you to have impressive professional credibility, the ability to communicate successfully to a wide audience, the capacity to listen, analyse, recommend and then deliver. Above all, they expect, and get, results.

You'll be working alongside exceptional colleagues in a culture which both supports and demands.

In a role which calls for flexibility and adaptability, you'll find yourself working in a variety of locations, possibly abroad.

The role of consultant does not suit everyone and you should think hard before applying. For those it does suit, however, this is a rich opportunity of building and sustaining long term client relationships, whilst working on pivotal business issues. That is, if you can see further than facts and figures!

If you feel you can add to the strength of our team, please write with full career and salary details, to Steve Bevan, Coopers & Lybrand, 1 Embankment Place, London WC2N 6NN, quoting ref. FT092.

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## FINANCIAL CONTROLLER - CIRCA £40K

We are a young dynamic company with a current turnover of £15M and poised for growth.

We urgently need to appoint a Financial Controller who:

- + Is enthusiastic and ambitious
- + Has proven management ability
- + Can develop a small, effective and forward looking finance function
- + Is resourceful
- + Is resilient and committed
- + Possesses strong negotiating skills
- + Has excellent IT skills
- + Is technically strong
- + Is 28 to 35 years old with at least 2/3 years post qualification experience
- + Operates with a hands on approach

To provide:

- + Timely financial and management reporting
- + A significant contribution to the management team
- + Positive input towards optimising business performance
- + Cost management expertise including standard costing
- + Drive in further developing, implementing and enhancing management information systems

If you match, please send your CV to our advisors, including your current salary and notice period by the 22nd July 1994, quoting RD264 to:

Down Skinner, Latham Consultancy Ltd.,  
7 Kenrick Place, London W1H 3FF

## NEWLY QUALIFIED ACA

Package: Circa £25K + Benefits

Based at Docklands head office, Woodchester Credit Lyonnais plc, part of Credit Lyonnais Group, is seeking to appoint a Profit Planning/Technical Accountant. Responsibilities will include pricing strategy in the financial markets, being influential in ensuring compliance with the latest technical standards issued by both accounting and other statutory bodies and the evaluation of new products and opportunities.

The successful candidate must have an extensive knowledge of budgeting and taxation, excellent technical ability, a high level of numeracy and comprehensive communication skills.

The position will provide considerable interest for an ambitious person who is prepared to develop the role in a successful and expanding company.

Please note that a no-smoking policy operates throughout the company. Please apply in writing, enclosing your C.V. to the Personnel Dept, Woodchester Credit Lyonnais plc, Woodchester House, Selsdon Way, Docklands, London E14 9GL

WOODCHESTER CREDIT LYONNAIS

Finance  
DirectorEngineering  
c. £36,000 + car  
OxfordshireMORRIS HOARE  
& ASSOCIATES

EXECUTIVE SEARCH AND SELECTION

Part of a quoted engineering group, our client supplies engineering components to leading automotive manufacturers. Due to the rapid expansion of the company, a capable and energetic professional is now required for this challenging role.

As a member of the executive team you will play a key role in providing strong financial management to support the development of the company. You will have responsibility for all accounting and finance matters and the development of new management information systems.

Aged 25-35, you will be an ambitious ACA with experience in a fast moving competitive industry. Technical experience, strong personal presence and experience with the introduction of new accounting/manufacturing I.T. systems will be essential.

Salary and bonus will give an earnings package of around £36,000 and other benefits will include a fully expensed car and medical insurance. Relocation assistance will be given where appropriate.

Please write with a comprehensive CV, quoting reference 520/FT to: David Morris, Morris Hoare & Associates, Snuff Mill Warehouse, Park Lane, Bewdley, Worcestershire, DY12 2EL. Tel: 0299 401600 Fax: 0299 401610.

OPERATIONS  
REVIEWCity  
£32,000 + Car

Exciting opportunity to join a small, high profile team as one of the UK's premier Fund Managers. Duties include risk-based auditing and management reviews, systems development and a significant number of special projects. Candidates, aged 28-30, will be ACAs (first time passers) with post-qualification experience of Financial Services auditing, possibly outside the profession.

CORPORATE/  
PROJECT  
FINANCECity  
£32,000 + Btis

Top European Merchant Bank has opportunities for two outstanding, recently qualified ACAs with extensive exposure to special work. Current activity includes major infrastructure projects in developing countries and cross border M&A work in Europe. Career prospects are first class for dynamic individuals with imposing personalities and exemplary professional records. A second language would be advantageous.

FINANCIAL  
ANALYSISLondon  
£30,000 Pkge

Household name. The bank is a newly qualified ACA with an exemplary academic record for a broad, project-based role, encompassing strategic and operational planning, management and statutory reporting, competitor analysis and corporate financial issues. This highly visible position offers an excellent introduction to finance in a commercial environment for a committed, enthusiastic professional.

For further information please telephone on 071-491-2622 or send your CV to Hudson Shreman, Verocon House, Sicilian Avenue, London WC1A 2DB. (Fax No. 071-404-5773).

HUDSON SHREMAN

FINANCE AND ADMINISTRATION Overseas 6 operating European offices for US multinational parent. Responsible for accounting, finance, administration & HR. Know US GAAP, bilingual English/French/Italian/English/German. Extensive travel. Can be based anywhere in Europe. To 550K. CV to Recruiters, PO Box 55101, Van Nuys, CA 91413, USA or Fax 818-061-8600.

Group Management  
Accountant

Attractive Salary + bonus + car - Telford

Based at our Telford Head Office, this is a fast track appointment which has arisen following internal promotion and which offers real career development opportunities.

Reporting to the Group Financial Controller you will, as a member of a small professional team, provide support to the Group Executives to enable them to monitor and enhance the performance and profitability of operating subsidiaries. Other key tasks will involve the integration of acquisitions and the development of activity based costing methodologies across the Group.

You will probably be a graduate ACMA, ideally aged early to mid 30's, with a sustained record of high achievement in a manufacturing environment. A willingness to travel and work at a variety of locations in the UK and mainland Europe is essential. Preference will be given to candidates with experience in implementing activity based costing management systems.

We offer an attractive salary, bonus, car and a comprehensive range of benefits including relocation assistance in appropriate circumstances.

Please send a full CV giving salary details and covering letter stating reasons why you should be selected to: Alan Hodson, Group Personnel Executive, Wagon Industrial Holdings p.l.c., Haldens House, Halesfield, Telford, Shropshire, TF7 4PB.

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Andrew Skarzynski  
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Philip Wrigley  
on 071 873 3351

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on 071 873 4027

## APPOINTMENTS WANTED

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REVIEW

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Extensive international operational auditing, at board level, IT and line experience in MANUFACTURING, RETAIL and CONSTRUCTION. Controls and business improvement. Let me set up the function or provide temporary cover or work independently.

Tel/Fax: 0604 758367

FINANCIAL  
CONTROLLER

British Chartered Accountant, 41, Big Six-trained, currently with highly successful German subsidiary of U.S. direct selling fmcg group, PC and IMB AS/400 literate, hands-on experience of GAAP reporting and financial modelling, wishes after two years in France and nine years in Germany to return to U.K.

Please write to Box A2109, Financial Times, One Southwark Bridge, London SE1 9HL

FINANCIAL CONTROLLER  
£25-30k, Car & BenefitsKey role for Finance Professional  
Surrey/Sussex border

## The Company

- Market leader technology company
- Multi-national company with eleven offices in seven countries
- Expanding & developing business base

## The Position

- Regional financial advisor
- Broad treasury function
- Financial aspects of bid preparation
- Administrative functions
- High exposure to wide range of activities
- Familiarity with US commercial practices
- 'Hands-on' responsibility for accounting

## Qualifications

- Minimum five (5) years relevant experience
- High calibre graduate with a UK recognised accounting designation
- Highly computer literate/strong analytical skills
- Team leader, excellent inter-personal skills
- Highly self-motivated.

Applicants should forward CVs including salary history to:

Box A2108, Financial Times,  
One Southwark Bridge, London SE1 9HL

Corporate Development  
ManagerIndustrial/Manufacturing PLC  
c. £65,000 + Car

Our client is a UK-headquartered industrial Group with 75% of its £600m plus turnover generated by overseas subsidiaries. Principal activities are the manufacture and supply of components to the automotive and other industries. Based in London and reporting to the Chief Executive, the Corporate Development Manager will be responsible for managing the Group's worldwide acquisition programme. Candidates, in the age range 30-40 years, will probably be graduate accountants ideally with qualifications in law or business. Fluency in French or German would be an advantage. Industrial sector line management experience is essential together with a genuine interest in manufacturing. Strong analytical skills, intellectual robustness, self-confidence, energy, resilience and an entrepreneurial streak are required to identify and develop new business opportunities for the Group. Please reply, in confidence, with full career details to Peg Eva, as adviser to the company, at Thomson Partners Ltd., 1-11 Hay Hill, Berkeley Square, London W1X 7LF.

Thomson Partners  
Search and SelectionEXCITING CAREER  
OPPORTUNITY FOR A TALENTED  
ACCOUNTANT

C £30,000 + BENEFITS

South Cheshire

AromaScan plc is the worlds leading development Company specialising in the design and manufacturing of aroma analytical instrumentation and sensor technology.

Reporting directly to the Finance Director responsibilities will include:

- \* the production of management information
- \* introducing an integrated information technology system
- \* preparing financial information for strategic business plans and annual budgets
- \* the production of statutory financial statements

Candidates must be qualified accountants of graduate calibre and have had 4-5 years post-qualifying experience gained ideally within a substantial international analytical instrument organisation together with a strong track record of personal and professional achievement.

If you are attracted by the demands of this unrivalled opportunity offering exceptional career development prospects please send a comprehensive CV including salary to:

Mr W S Buck  
AromaScan plc  
Electra House  
Electra Way  
Crewe CW1 1WZ

AROMA  
SCAN



## Internal and Systems Audit Manager

WEST SUSSEX

Our client, MGM Assurance, with over 140 years experience of the life insurance market, has through the continued introduction of new products and the creation of a direct sales force, consolidated its position as a leading independent financial services company.

The Company is now seeking to recruit a young and dynamic qualified ACA who can build upon the already excellent reputation of the existing team. This increasingly important role, is regarded as a business partner to line management, leading system-based audits and providing guidance both on technical controls and systems development. Reporting directly into the General Manager of MCM, this is a high profile position and candidates are likely to be from either a unit - linked life office or a financial services company.

It is expected that the successful candidate will be a top class communicator with the potential for future development within MGM.

Please forward by post or fax your CV, to Keith Tracy, Heathfield Hargreaves Ltd., Chaucer House, 8 Bolnisi Road, Haywards Heath, West Sussex, RH16 1BB. Tel: 0444 416636 Fax: 0444 416602



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on  
071 873 3351

## Finance Director

Clothing Import and Distribution

West Yorkshire

package circa £55,000 negotiable  
Equity opportunity

This £50 million turnover business, involved in the design, import and distribution of clothing is owned by its management and backed by a venture capital syndicate led by 3i. The company has excellent trading relationships with the high street chain store and department store retailers, and has developed favourable, long-term partnerships with quality manufacturers overseas. Despite the difficult economic climate of recent years, the company has shown sustained growth.

Working closely with the Managing Director, the Finance Director will be fully involved with the commercial development of the business. Key responsibilities will include the following:

- supervising the preparation of group management accounts, consolidations, interim and annual reports and accounts;
- ensuring the Board has appropriate financial and management information on which to base key decisions;
- providing management control of IT, shipping services and the B33750 quality assurance process;

• handling banking and investor relations.

Ideally aged mid 30s to mid 40s and of graduate calibre, it is essential that the person appointed is a qualified accountant - preferably Big 6 trained. Senior financial management experience - gained outside professional practice and within a fast paced, commercial/industrial, blue chip organisation - is also essential. This must have included exposure in several of the key responsibility areas listed above, and should demonstrate an attention to detail and an ability to contribute successfully at a strategic level. Experience of managing a sizeable team, a good understanding of IT systems and hardware and an appreciation of overseas trading environments would all be highly relevant.

Suitably qualified and experienced candidates should send a full CV, in confidence, to GKR at the address below - quoting reference number 93353N on both letter and envelope, and including details of current remuneration and availability.



SEARCH & SELECTION

PARK HOUSE, 6 KILLINGBARK DRIVE, YORK ROAD, LEEDS LS14 6UF. Tel: 0532 484848. Fax: 0532 484852  
A GKR Group Company

## Young International Financial Director

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## A GLOBAL PERSPECTIVE

- One of the UK's fastest growing Plcs.
- A recent major acquisition; primary focus on design innovation led expansion.
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- Extensive worldwide travel; a second European language preferable.
- Ideal for mid to late 20's, ACA with professional and/or industrial international experience.

Please send a comprehensive CV to Howgate Sable & Partners, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 061-839 2000, Fax: 061-839 0064, quoting ref: F.T.1044.D.

**Howgate Sable**

SEARCH AND SELECTION: EXECUTIVES AND INDEPENDENT DIRECTORS

## FINANCIAL CONTROLLER

£40,000 package

Our client, a medium size manufacturing company in Surrey, is seeking an experienced financial controller. As a member of the management team the successful candidate will be expected to provide professional support to the operations managers and contribute to the overall management of the business. In addition, the position carries full responsibility for all financial, accounting and MIS functions.

Candidates experience must include total financial and accounting responsibilities in a manufacturing company. In addition, it is necessary to demonstrate a hands-on approach to management, a high sense of urgency and the ability to cope in a rapidly changing environment. An appropriate professional qualification is essential.

For consideration please submit your CV with salary information to:

Cray & Partners, Box A2106,  
Financial Times, One Southwark Bridge, London SE1 9HL.

## Corporate Finance and Advisory Opportunities

Attractive package

Various locations

Ernst & Young is recognised as one of the world's leading firms of financial and business advisers.

By constantly delivering the value that clients demand, we are enjoying a period of significant growth. In particular, our specialist corporate finance and advisory service is making a substantial contribution to this growth. Corporate finance and advisory teams located in all our UK offices provide quality advice and assistance to clients in respect of MBO/MBIs, acquisitions, disposals, Stock Exchange transactions and raising finance. Due to increased business opportunities the Luton, Bristol, Leicester and Exeter offices are to recruit managers and senior managers.

In Leicester and Bristol the role will have a corporate finance bias, providing advice in connection with MBO/MBIs, acquisitions and disposals.

In Luton and Exeter candidates will provide a wide range of specialist services including due diligence investigations and Reporting Accountants' work.

Successful candidates will have a minimum of 2/3 years relevant experience at a senior level within a venture capital, financial institution, or an accounting environment. Bristol will particularly welcome candidates with a venture capital background. You must be a self starter, who despite rigorous time pressure, will deliver only the highest standard of work.

If you have the requisite experience and stamina required to join our thriving team, then please send your career history and a covering letter stating your preferred location to Lynne Gomer, Recruitment Manager, Ernst & Young, Becket House, Lambeth Palace Road, London SE1 7EU.

**ERNST & YOUNG**

## Financial Controller

£40,000 package Entertainment London

Our client, a leading international entertainment group with a turnover in excess of £300m, has expanded rapidly in recent years. A dynamic management team coupled with innovative marketing strategies has been effective in producing accelerated organic growth, leading to substantial business opportunities globally. There now exists a requirement to augment the management team with the appointment of a Financial Controller. Reporting to the Vice President of Finance and managing a team of accountants, the appointee will be responsible for maintaining, controlling and reporting on all aspects of the financial and management accounts of the group. This is an extremely proactive role that will involve extensive liaison with Divisional Senior Management.

This opportunity will appeal to a qualified accountant (aged 28-35) with a record of achievement to date. Experience in a similar commercial organisation is a prerequisite. A strong academic background and the ability to communicate with people at all levels, within a challenging and demanding environment is essential. Proficiency in at least one other foreign language is highly desirable.

The benefits include an attractive basic salary, car allowance, large company benefits and the potential to progress rapidly to senior management status.

Interested candidates should write, in the strictest confidence, to either Robert Walker or Brian Hamill at our London office quoting RWT/1551, enclosing a brief resume.

**WALKER HAMILL**

Executive Selection

29-30 Kingsly Street  
London W1R 5LB

Tel: 071 287 6285  
Fax: 071 287 6270

## INTERNATIONAL MANUFACTURING GROUP requires for its Headquarters in Athens FINANCIAL CONTROLLER

The right candidate should be a Chartered Accountant between 25-35 years old. The position requires extensive travelling in Africa. Knowledge of Greek would be an advantage.

The company offers good career prospects and an attractive remuneration package.

Please write in confidence to:

Deras Group  
Akti Miaouli 81,  
1st floor, Office 14,  
185 38 Piraeus  
Tel: 418 6336 Fax: 418 6337



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## BUSINESS ANALYST

Our client, a major International Medical Equipment Business, with annual revenues in excess of over \$1 billion is currently recruiting for a Business Analyst.

Experienced in driving business decisions forward in a highly commercial environment, you should be:

- French speaking
- A graduate with a recognised UK Accounting designation or equivalent experience
- 3-5 years in a broadly disciplined role within a manufacturing or service industry.
- Highly computer literate/strong analytical skills
- A team leader with excellent interpersonal skills.

As a high flying individual, you can expect rapid development towards a managerial role in the company's corporate Head Quarters in Paris.

Salary: €28,000 plus benefits package.

Apply immediately and in confidence to:

Elaine Temple,  
Profiles Agency Management,  
61/63 High Street, Staines TW18 4QH  
or Tel: 0784 466262

(AGENCIES WILL COME TO RESPOND)



## FINANCE & BUSINESS PLANNING...

Reportant au Directeur financier de la filiale française, en liaison constante avec les opérationnels que vous aiderez dans leurs choix, vous prendrez en main la Responsabilité du Contrôle de Gestion (process budgétaire, reporting, analyses, recommandations) d'une ou plusieurs entités dont l'Export.

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Notre Groupe (USA, taux de croissance à deux chiffres, rentabilité importante due aux actionnaires) entreprend un démarrage de réflexion qui laisse prévoir à deux/trois ans des opportunités internationales que nous sommes prêts à vous exposer. Parfaitement bilingue français/anglais, une troisième langue européenne ou asiatique serait un atout. Votre première expérience professionnelle (minimum quatre ans) acquise en cabinet (audit opérationnel et

certification de comptes) laisse apparaître ses limites et vous pensez qu'il est temps à présent d'intégrer l'Entreprise. Si votre sens du contact, votre esprit réalisateur et votre enthousiasme communicatif sont réels, nous sommes prêts à vous rencontrer à votre convenance. Merci d'envoyer votre dossier de candidature (lettre manuscrite, CV et photo), sous réf. 99801, à Media System, 6 Impasse des Deux Cousins, 75017 Paris, qui transmettra.

FRANCE SUD - 400 KFF

FT / LES ECHOS

## AMADEUS

Sophia Antipolis - French Riviera



## COST CONTROL & FINANCIAL ANALYST

Circa 30 000 £

We are the Europe's largest computerised Global Distribution System for the travel industry used in both travel agencies and airlines sales offices worldwide. Our workforce of around 500 people is located in the international high-tech business park at Sophia Antipolis and made up of over 25 nationalities.

Reporting to the Finance Manager, within a small operational team, you will be responsible for the preparation of budgets and financial plans, monitoring and analysis of forecasts and reports for management at senior level.

Aged 28-30, you should be of graduate calibre with a strong financial background; ideally having trained with an international audit firm and/or a multinational company with strong PC and Financial modelling skills. A flexible approach, together with excellent written and oral communication skills are essential to liaise with managers at all levels. You are perfectly bilingual and preferably, the English language is your mother tongue.

Please send letter, career resume, photo and present salary to Monique Herbet - Ref. H399/FT - ERNST & YOUNG CONSEIL - Tour Manhattan - 92095 Paris-La Défense 2.

**ERNST & YOUNG**  
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